

УДК 331.101.262

DOI 10.32342/2616-3853-2016-1-9-9

L.D. GARMIDER,

*Doctor of Science, Head Department of Ukrainian
State Chemical and Technological University*

L.A. HONCHAR,

*PhD, Associate Professor
of Alfred Nobel University, Dnipro*

SCIENTIFICALLY-METHODICAL APPROACH TO STAFF POTENTIAL DEVELOPMENT

The scientifically-methodical approach to staff potential development, based on strategy choice of trade enterprise that envisages the use of three-dimensional model of strategy choice and diagnostic matrix is presented. The diagnostic matrix allows to get the corresponding strategic profile of staff potential with correlation to «life cycle phase – stage of development – development level» and to determine a position of an enterprise at the development level of staff potential.

Staff potential development, based on the strategy, takes on the basis of trade enterprise position on diagnostic matrix. 24 strategies of staff potential development, widely known in theory of personnel management and commercial practice are offered. For every area of matrix the corresponding set of staff potential development, based on strategies is offered. «Superimposition» of phases of trade enterprise development and stages of staff potential development (superimposition); administrative situations (unique, real, standard) are considered.

For realization of chosen baseline strategy the set of key competences is offered.

Key words: *staff potential; strategic profile; development strategy; three-dimensional model; diagnostic matrix, key competences.*

Focusing of efforts on the solution of tasks of strategic planning, which is based on the selection of strategic alternatives, taking into account external circumstances and needs of maintenance of competitive position, is a characteristic feature of global management. Strategic planning of development of capacity of the enterprise is seen as an essential prerequisite for achieving the strategic goals of the company. At the same time the development potential of the company does not fully meet the requirements of modern trade. All this indicates that work on development of personnel potential is extremely important for Ukrainian trading companies.

To ensure the development potential of the company, strategic enterprise management, which is a tool for strategy of development of personnel capacity of the company, should be used. The strategy aims to improve the quality characteristics of human capacity.

Processes of human resource capacity of commercial enterprises.

To present a scientific and a methodical approach to justification of a choice of strategy of personnel potential development of commercial enterprise through the use of diagnostic matrix, thus providing appropriate strategic profile of human capacity in the ratio «phase of the life cycle – a stage of development – the level of development» and to determine the position of the company in terms of development its human resources, according to which the strategy is chosen that contains a set of core competencies, which ensure the implementation of the chosen strategy.

Comparative, logical analysis and synthesis of scientific literature, comparison and generalization methods, mathematical and statistical methods of data analysis.

In our opinion, the strategy of human resources development, which includes organizational training strategy, must be closely linked with the strategy of personnel management. The works of I.L. Petrova [1] A. Vorobyov, S. Zhdanov, J. Kuzmina, M.N. Bogdan, E.O. Mohylovkina, O.N. Gromov, J.M. Ivantsevycha, I.G. Ishchenko, V. Kolpakov, G.A. Dmitrienko, V.V. Buzyreva, M.S. Gusarova, N.M. Chikisheva V.I. Maslov, M.V. Sorokin [2–4] and others are dedicated to the issue of research of human resource management strategies and their classification.

Thus, methodical approach to human resource management strategies demonstrate a wide range of opinions, similar to views on the general (corporate, economic) ideas about a strategy as an instrument of effective enterprise management. However, analysis of the scientific literature shows that most of foreign concepts of enterprises planning need to adapt to the difficult economic situation in Ukraine, to the specific economic conditions during the formation of market relations. In domestic sources some aspects of the role of human resource capacity in the system of strategic management are not studied enough.

Based on the above analysis of the references and summarizing the results of our studies [5–12], the main factors determining the strategy of personnel potential development of the enterprise, namely: level of human resources development, stage of human resources development, the phase of the life cycle of the company are highlighted. According to the superposition of stages of human potential development and phases of the life cycle of enterprise and levels of personnel capacity development of the enterprise considering approaches to justification of a choice of basic strategy of personnel potential development general recommendations for selection for diagnostic matrix were formulated. The position of the company is defined by three parameters: phase of life cycle businesses, the stage of development of human capacity, the development potential of the company (Fig. 1).

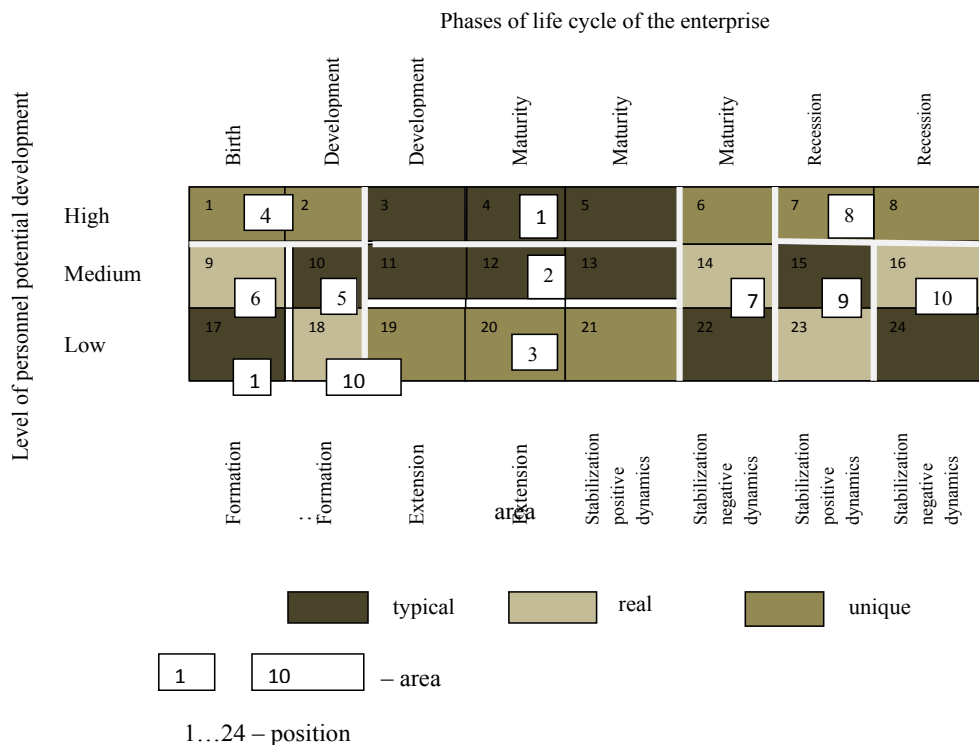


Fig. 1. Diagnostic matrix «phase of the life cycle – development stage – the level of development» (composed by the author)

Diagnostic matrix allows us to identify areas of human resources, to determine its appropriate strategic profile of the ratio «phase of the life cycle – development stage – the level of development» and the position of commercial enterprises on the development of its human resource capacity (Table 1).

Table 1

Recommended staff potential development strategy of the company in accordance with the provisions on diagnostic matrix (composed by the author)

Area	№ of position	Superposition	Level of personnel development	Type of a situation	Possible strategies	
					Small enterprises	Medium and large enterprises
1	3	Extension / development	High	Typical	Innovation strategy. The strategy of accessory	Strategy of consolidation. Innovation strategy. Integrated strategy
	4	Extension / maturity	High	Typical		
	5	Stabilization positive dynamics / maturity	High	Typical		
2	11	Extension / development	Average	Typical	Business strategy. Training strategy. The strategy of improving the service quality	Strategy of career development. Identification strategy. Attraction strategy
	12	Extension / maturity	Average	Typical		
	13	Stabilization positive dynamics / maturity	Average	Typical		
3	19	Extension / development	Low	Unique	The strategy of profitability Strategy of personnel adaptation. Strategy of conservative management	The strategy of use opportunities. Training strategy. Partner strategy Strategy of a circulation (cyclic)
	20	Extension / maturity	Low	Unique		
	21	Stabilization positive dynamics / maturity	Low	Unique		
4	1	Formation / birth	High	Unique	The strategy of use of opportunities. The strategy of accessory. Strategy of personnel economy. Personnel adaptation strategy	The strategy of consolidation. Innovation strategy. Self-preservation strategy Personnel diversification strategy
	2	Formation / development	High	Unique		
5	10	Formation / development	Average	Typical	Training strategy. Strategy of use of opportunities. Liquidation strategy	Strategy of personnel diversification. Business strategy. Strategy of dynamic growth. Liquidation strategy
	18	Formation / development	Low	Real		
6	9	Formation / birth	Average	Real	Strategy of personnel adaptation. Stimulation strategy. Partner strategy. Strategy of profitability	Training strategy. Strategy of dynamic growth. Identification strategy
	17	Formation / birth	Low	Typical		

Table 1

Area	№ of position	Superposition	Level of personnel development	Type of a situation	Possible strategies	
					Small enterprises	Medium and large enterprises
7	6	Stabilization negative dynamics / maturity	High	Unique	Stimulation strategy. Consumer strategy. Strategy of personnel economy. Strategy of survival	Consumer strategy. Strategy of conservative management. Strategy of profitability. Strategy of personnel economy
	14	Stabilization negative dynamics / maturity	Average	Real		
	22	Stabilization negative dynamics / maturity	Low	Typical		
8	7	Stabilization positive dynamics / recession	High	Unique	Strategy of the use of opportunities. Strategy of accessory. Personnel adaptation strategy	Strategy of consolidation. Innovation strategy. Strategy of survival
	8	Stabilization negative dynamics / recession	High	Unique		
9	15	Stabilization positive dynamics / recession	Average	Typical	Strategy of profitability. Strategy of personnel adaptation. Strategy of accessory	Integrated strategy. Training strategy . Partner strategy. Innovation strategy
	23	Stabilization positive dynamics / recession	Low	Real		
10	16	Stabilization negative dynamics / recession	Average	Real	Stimulation strategy. Strategy of personnel economy. Strategy of accessory	Strategy of conservative management. Integrated strategy. Strategy of personnel economy
	24	Stabilization negative dynamics / recession	Low	Typical		

The advantage of this matrix is the presence of specific recommendations within each strategy. Furthermore, it is clear and requires no calculations. The proposed model allows to analyze the nature of changes that make the profile of human resources, and to consider their interaction for decision making. The proposed approach to the assessment of personnel development gives an idea of the effectiveness of management decisions of its improvement for the benefit of the enterprise.

Depending on ratio «phase of the life cycle – development stage – the level of development» twenty-four possible positions in commercial enterprises matrix are selected. These positions can be located in ten areas. Highlighting the position of specific companies in a particular area is based on the similarity of their characteristics, and, therefore, it enables to use the same type of decisions regarding the development of human capacity commercial enterprises. In diagnostic matrix the following areas are identified: a high level of human resource capacity (area 1); with sufficient level (area 2); unsatisfactory level (of 3-6); the critical level (of 7.10). Areas 1 and 2 show sufficient human resources development and are the most per-

spective for trade enterprises. Commercial enterprises in the regions 7-10 have characteristic of personnel potential, which is significantly influenced by changing factors, and therefore for the further development of human capacity their efforts should be directed on areas 4-5.

Diagnostic matrix allows us to identify areas of human resources, to determine its appropriate strategic profile of the ratio «phase of the life cycle – development stage – the level of development» and the position of commercial enterprises on the development of its human resources. It should be noted that the proposed matrix of situation diagnosis of human capacity is easy to use, it can also be adapted to the conditions of any commercial enterprise. In addition, the model can include additional criteria's that take into account the specifics of a particular trade on a certain stage of its economic development.

Approbation of the proposed approach was conducted on eighteen trading companies, which were grouped according to the number of employees and the size of the trade area (table 2).

Table 2

Investigated commercial enterprises groups (composed by the author)

Group of enterprises	Name of the investigated enterprises	Average size of a floor space, sq. m.	Average number of staff, pers.
1 (small)	PE «Antonio Biagi», PE «Lagon», PE «Igla», Ltd. «Aquatic», Ltd. «Aquatory», Ltd. «Carlo Pasolini Trading», LLC «Kira Plastinina», Ltd «Textile house»	400	47
2 (average)	Ltd «Omega» (supermarket «Uarus»), LLC «ATB-Market», LLC «Comfy Trade», LLC «Iboya Premium» (supermarket Budapest), TM «ABC-technique», TM «Foxtrot»	6000	110
3 (large)	Ltd «Mall Meteor», TM «Metro», JSC «New Lane», TM «Epicenter K ^o »	16000	500

For Group 1 (small) commercial enterprises the superposition 3 is typical (expansion of personnel potential/development of an enterprise); for enterprises from Group 2 (average) – superposition 4 is typical (expansion of human capacity/maturity of the enterprise); For enterprises from Group 3 (large) – superposition 5 is typical (stabilization of personnel potential (positive dynamics)/maturity of the enterprise). The results of expert assessment of the characteristics of human resource potential due to groups of the studied trade enterprises and the calculation of the integral development of human resource capacity is given in [13].

Analysis of the received data on diagnostic matrix leads to the conclusion that all three groups of investigated commercial enterprises are in a typical situation that enables the use of typical management solutions and offer the appropriate basic strategy for the development of human resource capacity (Table. 3).

Strategies of medium and large enterprises are especially interesting. Considering the signs of the superposition number 4 (extension of human capacity/maturity) which are peculiar to group number 2 (medium) enterprises and characteristics of continuous development of human capacity of trading companies under the superposition, the strategy of innovation was recommended to the group of medium enterprises. It is based on the desire and suitability for innovation, creativity, high the level of cooperation and adaptation to changing conditions and loyalty to the company.

Considering the signs of the superposition number 5 (maturity of enterprise/stabilization of staffing capacity) that belongs to group number 3 (large) enterprises and characteristics of continuous development of human capacity of trading companies under the superposition, the strategy of consolidation was recommended to the group of large enterprises. It is based on formation of the only solid labor working group, which employees observe the ability to work in a team, strive for professional and career growth, and have an aspiration to personal independence and leadership, quality orientation. In front of the investigated commercial en-

terprises of group number 3 new challenges with a corresponding change of priorities in the formation of human resources will arise. Since it is about development of new markets, we the extension of human capacity will gain some relevance again. On condition of successful implementation of such programs, commercial enterprise will start a new life cycle.

Table 3

Recommendations for the basic strategy of staff potential development of the investigated commercial enterprises (composed by the author)

Group	Typical signs of the superposition	Characteristics of continuous development(CCD) of human resource capacity	Recommended strategy	Recommended competence
1 (small)	Professionalizing Professional socialization. Formation of individual style of professional activity. Orientation in training on the formation of professional management, standard functions and competencies, goals and values of the company. Accumulation and use of information and knowledge	Training of new employees. Implementation of adaptation programs for personnel. Problem-oriented professional education, developing necessary for the growth of quantitative and qualitative flexibility in changing conditions. The development of employees competence in general business development through special programs for managers. The development of management and administration skills for managers	Accessory	Innovation activity Participation in shaping the goals and strategy of the organization Thinking outside the box Strategic thinking Art Initiative Teamwork Loyalty
2 (medium)	Advanced training. Retraining. Regular professional training. Personal growth of employees. Encouragement for creativity, initiative. Orientation in training on mastering the tools of efficiency	CCD is aimed at further development of employees, reaching maximum results, professional and business skills, knowledge, and abilities. Development of personal plans for staff training. Organization of training programs with taking the personal needs of employees into account	Innovation	The desire and acceptability for innovation The high degree of cooperation The high degree of tolerance for risk Adaptability to changing conditions Loyalty to the company (focus on long-term performance)
3 (large)	Career growth and progress. Professional and personal development. Encouragement of production results, quality of work and performance of the set standards of behavior. Introduction of mentoring institute. Improvement of corporate interaction. Expanding of area of responsibility. Maximum attraction to participation in «the business process»	Attracting of staff to innovation. System engineering of problem-oriented CCD in the company as a whole. Training programs for crisis management in the enterprise. Development of personal plans for career promotion. Organization of trainings for fixing of the created management commands, their close interaction	Consolidation	Ability to work in team Desire for professional and career growth Commitment to work Focus on quality Aspiration to personal independence and leadership Discipline

Thus, summarizing the above, it is necessary to make the following conclusion: each phase of the life cycle of commercial enterprises and stage of development of its human resource capacity corresponds to one of the basic strategies for the development of human resources, which is the methodological basis for determining appropriate strategic directions of development of human resources. The results of the above studies are taken as a basis for further research to determine the competence of personnel that should be developed to implement this strategy and to take them into account when developing quality standards for the development of personnel capacity of the enterprise.

References

1. Petrova, I.L. (2010). *Strategichne upravlinnia liuds`kymy resursamy* [Strategic management of human resources]. Kyiv, KNEU, 466 p.
2. Vorobyov, A. Zhdanov, S., Kuz'mina, Ye. *Strategicheskoe upravlenie personalom* [Strategic management of human resources]. *Upravlenie personalom* [Personnel management], 2008, no. 15, pp. 23-29.
3. Gromova, O.N. *Formirovanie strategii upravleniya personalom* (teoreticheskie i metodicheskie aspekty) [Formation of strategy of human resource management of an enterprise (theoretical and methodical aspects)]. *Ekonomika i upravlenie narodnym chozyaystvom* [Economy and management of the national personnel]. Moscow, GUU, 1999, 40 p.
4. Maslov, V.I. *Strategicheskoe upravlenie personalom v usloviyah effektivnoy organizacionnoy kultury* [Strategic management of human resources in the conditions of effective organizational culture]. Moscow, Finpress, 2004, 288 p.
5. Garmider, L.D. *Rozvytok kadrovogo potentsialu za zhyttemym zykloym torgovelnogo pidpryemstva* [Development of personnel potential according to the life cycle of enterprise]. *Derzhava ta regiony* [State and regions], 2013, no. 1, pp. 101-114.
6. Garmider, L.D. *Typologiya torgovelnih pidpryemstv ta model` formuvannya yh kadrovogo potentsialu* [Typology of trade enterprises and the model of formation of their personnel potential]. *Torgivl`a ta rynek Ukrainy* [Trade and market of Ukraine, 2012, no. 34, pp. 363-371.
7. Garmider, L.D. *Vosproizvodstvo kak forma razvitiya kadrovogo potentsiala i usloviye obespecheniya ekonomicheskoy bezopasnosti predpriyatiya* [Reproduction as a form of personnel potential development and condition of providing economic security of an enterprise]. *Suchasni perspektivy rozvutku system ekonomichnoyi bezpeky derzhavy ta subyektiv gosudarstvuvannya* [Modern prospects of development of systems of state economic security and systems of managing], Cherkasy, 2012, pp. 490-516.
8. Garmider, L.D. *Teoretychni aspekty ozhinky kadrovogo potentsialu pidpryemstva* [Theoretical aspects of an assessment of personnel capacity of the enterprise]. *Sbornik nauchnykh trudov SWorld* [Collection of scientific works SWorld], 2012, no. 29, pp. 64-71.
9. Gurkov, I.B., Zelenova, O.I., Mutovin, A.A. *Biznes-strategii i sozial`no-kadrovaya politika rossiyskikh predpriyatiy* [Business strategy and social personnel policy of Russian enterprises]. Moscow, Higher School of Economics, 2007, 81 p.
10. Sorokina, M.V. *Strategicheskoye upravleniye personalom v torgovle* [Strategic human resource management]. SPb, 2006, 327 p.
11. Ivanovskaya, L. *Strategiya upravleniya personalom* [Strategy of human resource management]. *Kadrovyy menedzhment* [Human recourse management], 2009, no. 1, pp. 4-11.
12. Zelenova, O.I. *Strategiya upravleniya personalom* [Strategy of human resource management]. *Upravlenie chelovecheskimi resursami: menedzhment i konsultirovaniye (electronnyy resurs)* [Management of human resources: management and consultation]. Available at: <http://ecsocman.hse.ru/text/19209218.html>
13. Garmider, L.D. *Rozvytok kadrovogo potentsialu torgovelnih pidpryemstv* [Development of personnel capacity of trade enterprises: concept and methodology]. *Ekonomika ta upravlinnia pidpryemstvamy (za vydamy ekonomichnoyi diyal`nosti)* [Economy and management of commercial enterprises (according to their economic activity)]. Poltava, 2015, 38 p.

Запропонований науково-методичний підхід до розвитку кадрового потенціалу створений на базі стратегії вибору торговельного підприємства і передбачає використання тривимірної моделі стратегічного вибору і діагностичної матриці. Діагностична матриця дозволяє одержати відповідний стратегічний профіль кадрового потенціалу з кореляцією на етапах: «Фаза життєвого циклу – стадія розвитку – рівень розвитку» та визначити положення підприємства за рівнем розвитку його кадрового потенціалу.

Розвиток кадрового потенціалу, що заснований на стратегії, розглядається з урахуванням позицій торговельного підприємства за діагностичною матрицею. Запропоновано 24 стратегії розвитку кадрового потенціалу, що широко відомі в управлінні персоналом і комерційній практиці. Для кожної області матриці запропоновано відповідний набір розвитку кадрового потенціалу, базований на стратегіях. «Накладка» фаз розвитку торговельного підприємства та рівня розвитку кадрового потенціалу допомагає розглянути адміністративні ситуації (унікальні, реальні, стандартні).

Для реалізації обраної базової стратегії пропонується набір ключових компетенцій.

Ключові слова: кадровий потенціал, стратегічний профіль, стратегія розвитку, тривимірна модель, діагностична матриця, ключові компетенції.

Предложенный научно-методический подход к развитию кадрового потенциала основан на стратегии выбора торгового предприятия и предусматривает использование трехмерной модели стратегического выбора и диагностической матрицы. Диагностическая матрица позволяет получить соответствующий стратегический профиль кадрового потенциала с корреляцией на этапах: «Фаза жизненного цикла – стадия развития – уровень развития» и определит положение предприятия по уровню развития его кадрового потенциала.

Развитие кадрового потенциала, основанное на стратегии, рассматривается с учётом позиции торгового предприятия на диагностической матрице. Предлагаются 24 стратегии развития кадрового потенциала, которые широко известны в управлении персоналом и коммерческой практике. Для каждой области матрицы предложен соответствующий набор развития кадрового потенциала, основанный на стратегиях. «Накладка» фаз развития торгового предприятия и уровня развития кадрового потенциала помогает рассмотреть административные ситуации (уникальные, реальные, стандартные).

Для реализации выбранной базовой стратегии предлагается набор ключевых компетенций.

Ключевые слова: кадровый потенциал, стратегический профиль, стратегия развития, трехмерная модель, диагностическая матрица, ключевые компетенции.

Одержано 5.07.2016.