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PROCESS OF PERSONNEL POTENTIAL FORMATION ON THE BASIS OF REENGINEERING

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ПРОЦЕС ФОРМУВАННЯ КАДРОВОГО ПОТЕНЦІАЛУ НА БАЗІ РЕІНЖІНІРИНГУ

Purpose. Theoretical and methodical substantiation of the approach intended to improve management processes of personnel potential development at an industrial region, and development of practical recommendations for its implementation.

Methodology. The research employed the following methods: the analysis and synthesis, induction and deduction, system analysis (for specification of the “reengineering” and “business process” concepts), graphic (for the obvious diagramming of theoretical and practical results of research).

Findings. The approaches to the process of formation of personnel potential were analysed. The results show that modern business process of formation of personnel potential has the following features: process of formation of personnel potential is partially allocated and regulated; there is no uniform policy of creation of a personnel reserve; the market of educational services does not meet the requirements of the labour market; there is no appropriate system of professional orientation. It was proved theoretically that reengineering of business process of formation of personnel potential defines the orientation of the state to the social and personnel policy on improvement of quality of life of the population, improvement of vocational structure of labor, balancing of supply and demand in labor market. The model of the business process of the personnel potential development has been suggested.

Originality. A methodological approach to the creation of a chain of processes of formation, development and management of personnel potential was offered. The necessity of restructuring of such processes by means of reengineering was proved.

Practical value. The created methodological approach allows us to systematize the stages of formation and development of personnel potential, to indicate the main and auxiliary processes, and processes of personnel potential management. This allows us to study in more detail the plans of strategic and tactical development and use of the personnel potential, in order to build an effective personnel policy of a region.

Keywords: *reengineering, process, business process, personnel potential, process maturity*

Problem statement. Human capacity is the prerequisite of economic growth of any country and provides a basis of reproduction processes of national and world economies. Reproduction and effective use of personnel capacity of Ukraine and each Ukrainian region is one of the important questions on the modern stage of managing of the Ukrainian state. Human capacity is a component of labor potential and characterized by set of the qualified able-bodied population. Improvement of the process effectiveness of forming the personnel potential needs profound changes in development and realization of personnel policy at all levels of the human development.

Identification of an unsolved problem. One of the important conditions of stable social and economic development of economy of Ukraine is rational formation and effective use of personnel potential. It means that national economy will get such labor force that is capable to solve complex of production and organizational challenges in the extremely difficult, unstable conditions that creates by

macroenvironment. Personnel potential has a huge role in increase of efficiency of a social production and reproduction of a manpower. Therefore the economic capacity of separate branches, all social production, rates of their development, growth of social and cultural level of workers depends on the mechanism of formation and use of personnel potential. Most of modern scientists consider that one of the main directions of creation an effective control system is formations of personnel potential, as main business process and factor of country competitiveness.

Aspects of formation and development of social and labor potential are presented in works O.I. Amosha, I.I. Bazhan, D.P. Goddess, V.M. Vasilenko, A.A. Grishnov, M.I. Lower, Is.P. Kachan, A.M. Kolot, T.I. Lepeyko, N.D. Lukyanchenko, O.F. Novikova, V.S. Ponomarenko, L.V. Shaulska, V.G. Shcherbak.

Analysis of the recent research. In modern scientific literature there is no the accurate and settled interpretation of category of “the personnel potential”. For more accurate definition of the category of “personnel potential”, we will consider the common and distinctive features of this concept with such faithful categories as “population”,

“labour force”, “labor”, “personnel”, “cadres” and “labor potential”. It should be noted that most of scientists are agreed with opinion that both concepts are characterize human resources, but in different measurement. Thus, cadres is a constant structure of workers, that is part of able-bodied population which has a constantly relations with various organizations. And the personnel is a category of workers, which are integrated on the basis of belonging to the enterprise (to the organization, department, service, etc.) or professions (administrative, managerial, technical, etc.) [1–2]. According to the results of recent research it is understandable that there is no a unique interpretation of the category “personnel potential” in modern scientific and economic literature. Most of scientists in their research are described the formation of personnel potential like a process of systematic and stable providing of the enterprises and organization by the personnel in necessary quantity and with necessary professional abilities and also their development and increase of their qualification according to requirements of a social production [3–4]. The analysis of economic literature showed that the personnel potential is not considered in the context of national economy earlier.

Indefinition of unsolved part of the general problem. It should be noted that personnel potential is forming in influenced by the macroenvironment. There are various classifications of the factors influencing formation and use of personnel in economic literature. The scientists are describing the following groups of factors: demographic, social and economic, vocational (organizational), political and legal, ecological, technical and technological and others [5–6]. The allocated groups of factors have the determined impact on formation and use of personnel potential.

It should be noted that the authors have not considered formation of personnel potential earlier as systematic process, which has entrances and exits. It means that it is necessary to consider formation of personnel potential as one of the main business processes of the state. Theoretical and practical aspects of definition and creation of business processes are covered in the works of such scientists as M. Porter, V. Repin, V. Eliferov, V. Evdokimenko, V. Lifar, S. Kirisov, O. Vishnyakov and others. The works of many scientists-economists, such as M. Hammer, D. Champi, V.P. Ryashchenko, E. Novoselov, Yu.V. Lapwings, M.Yu. Ivlev, T.O. Zagornaya and others are devoted to theoretical and practical aspects of development and use of the methods of reengineering.

Formulation of the research aim and objectives. The subsequent development of theoretical and methodical condition concerning category of personnel potential. Justification of application the process approach to management of the personnel capacity is made. The model of business process formations of personnel potential was constructed. Development of recommendations about carrying out reengineering were recommended.

Presentation of the research results. The author definition of “personnel potential of national economy” is offered. According to the authors, personnel potential of national economy is a set of abilities of employed people in a social production, and also the registered unemployed who have necessary vocational training, qualification level, who

possess the corresponding competences, creative abilities, quantitative and qualitative characteristics and in case of corresponding state support provide possibility of implementation of economic activity with maximum efficiency for development of national economy.

Process of personnel potential formation is a continuous and systematic transformation of the human capital under the influence of microenvironment factors by systematic transition from physical, intellectual and social development of the person as highly intellectual personnel unit with the acquired competences, skills, knowledge and ability to use them for providing the result for the end user (employer).

At the present stage of development of science, most of scientists are inclined to an opinion that the one of the main directions of creation of an effective control system of any process is application of process approach, including process of formation of personnel potential. Process approach consists in allocation of key business processes and their continuous improvement. Business process of personnel potential formation is a systematic development of each personnel unit at all stages of its formation with use of the program and target approach developed and approved by legislative authority.

There are different classifications of business processes. Such authors as V.V. Repin, V.G. Eliferov classify business processes as the main, auxiliary and processes of management. V.M. Kovalyov and S.M. Kovalyov, besides the listed below processes, are allocate processes of development. According to the author the most optimized classification of business processes, is presented by the V.V. Lifar in which the main and auxiliary processes are allocated. The last includes the management processes providing and processes of development [7].

Efficiency of functioning of business processes mostly depends on the level of training, qualification, knowledge and competence of employees who take part in vertical and horizontal management and functioning of system of processes. Qualification of personnel potential has to conform to modern requirements of development of the process organization, as basis of competitiveness of the country. For adoption of up-to-date standards of process management, it is necessary to create effective system of formation of personnel potential, because at the present stage of development of economy, personnel potential is a key asset and a source of development of business and consequently one of the main business processes.

Process of personnel structure formation is continuous process, which demands continuous improvement or restructuring. For this reason, it is necessary to consider concept of “business process reengineering”.

According to the authors, business process reengineering – it is improvement philosophy which means cardinal modification or restructuring of business processes for change of dynamics in critical current indicators, such as expenses, quality, service and speed.

The fundamental purpose of reengineering of business processes is the flexible and quick reaction on changes of consumers’ inquiries: corresponding change of strategy, technology, the organization of production and management

based on an effective computerization. Thus, improvement of the major quantitatively measured indicators is result of reengineering.

At the present stage of development of a personnel kernel, it is necessary to monitoring constantly the labor and educational services market. Also it is necessary to monitoring the compliance of supply and demand on labor market in case of specialties (professions), areas, and information about the reasons of an imbalance of the labor market. Therefore, it is necessary to create the process of personnel potential formation according to the measurable factors of a macroenvironment. Such factors are demographic, social, vocational and economic.

It is obviously that meant above factors are reflected not only on economic situation, but negatively influence a standard of people living and professional growth of a personnel kernel. According to the authors, the reason of such situation is inefficient process of personnel potential formation. Such situation is testifies the need of restructuring of the main process of formation and development of personnel of area.

It should be noted that the model of business process of personnel potential formation of the Dnepropetrovsk area at the present stage of development is actually identified with processes of education. The supplier of such process is the area population, and the consumer – employers.

It is necessary to say that at the present stage of development of area the process of formation of vocational level of workers happens at the level of educational institutions of area as the main process of business process of personnel potential formation and have to guarantee the receiving a profession and appropriate level of knowledge.

Processes of providing are include actions for realization of educational process. Processes of providing are include actions for realization of educational process. Process of development is guaranteed by legislative fixing of the main process, and management processes provide the controlling actions from heads of area. The state control is exercised in two directions: firstly is in development, namely creation of regulatory base of educational process, preparation and approvals of programs of training; secondly – management process, tracking of the actual number of an annual set of entrants and the number of graduates of higher educational institutions and technical training colleges.

Processes of providing is in competence of the state and commercial educational institutions that carry out educational process directly.

It should be noted that process of personnel potential formation could be estimated from the point of view of a process maturity. In recent years, the use of models of a maturity of projects management have been of frequent use. They allow for expedient estimate of the actual development of personnel potential in comparison with its potential opportunities of development at all stages of its formation [7].

The authors use the CMMI model, which is adapted for the analysis of development of business process of personnel potential formation.

According to model of a process maturity, modern business process of formation of personnel potential has the

following lines: process of formation of personnel potential is allocated and regulated partially; there is no uniform policy of creation of a personnel reserve; formation of personnel potential happens at a stage of receiving a procession; the market of educational services does not beat off needs of the market of work; there is no appropriate system of professional orientation.

By results of an assessment is reveal that business process of formation of personnel potential of the Dnepropetrovsk area according to criteria of the CMMI model is at the third level. It is understandable because the majority of formation processes of potential of area are determined, but do not consider all requirements of economy of area. According to the author, this process needs certain changes, namely restructuring of business process of formation of personnel potential.

The main concept of reengineering of business process of personnel potential formation it is expansion of the main process which provides formation of personnel potential at all stages of its development, since a stage of reproduction of the population and finishing with providing workers with workplaces and worthy working conditions.

Prime subprocess of formation of personnel potential is reproduction of the population who guarantees not only continuous development of the human capital, and is the main forming indicator of its personnel component. The providing process for reproduction of the population has to be guaranteed by social protection and implementation of social programs.

The considerable attention in the main process is paid to subprocess – education, acquisition of qualification and obtaining practical skills which has to be followed by three-stage system of career guidance at all stages of training and is one of necessary conditions of overcoming of a disproportion between supply and demand in labor market.

Realization of a final stage of personnel potential formation is possible under such circumstances: carrying out work practice on the workplaces provided by the higher educational establishments, and on workplaces offered by employers; ensuring continuous training of workers and professional development. Performance of the specified conditions is guaranteeing the harmonization of supply and demand in labor market.

According to the authors, reengineering of business process of formation of personnel potential of area is determine an orientation of the state policy on improvement of quality of life of the population, improvement of professional labor structure of area, balancing of supply and demand of labor market. Realization of this policy requires implementation of a number of actions. The last provide development of the state comprehensive target programs of increasing the efficiency of business process of formation and use of personnel potential of national economy.

Research conclusions and outlook. According to the authors, reengineering of business process of formation of personnel potential defines an orientation of the state to the social and personnel policy on improvement of quality of life of the population, improvement of vocational structure of labor, balancing of supply and demand in labor market.

The reengineering of business process of personnel potential formation of area offered by the authors provides control from government bodies of the power at all stages of development of personnel, since process of reproduction of the population to full obtaining of qualification. Therefore realization of this policy needs implementation of a number of actions, namely development and implementation of the state comprehensive target programs of increase of efficiency of business process of formation and use of personnel capacity.

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Мета. Теоретико-методологічне обґрунтування підходу до вдосконалення процесів управління розвитком кадрового потенціалу промислового регіону, розробка практичних рекомендацій щодо його реалізації.

Методика. У роботі використовуються наступні методи: аналіз і синтез, індукція й дедукція, системний аналіз (для уточнення понять „реінжиніринг“ і „бізнес-процес“), графічний (для очевидного та схематичного зображення теоретичних і практичних результатів дослідження).

Результати. У роботі виконаний аналіз підходів до процесів формування кадрового потенціалу. Показано, що сучасний бізнес-процес формування кадрового потенціалу має такі особливості: процес формування кадрового потенціалу виділяється та регулюється частково; немає єдиної політики створення кадрового резерву; ринок освітніх послуг не відповідає потребам ринку праці; немає належної системи професійної орієнтації. Теоретично доведено, що реінжиніринг бізнес-процесу формування кадрового потенціалу визначає орієнтацію соціальної та кадрової політики з підвищення якості життя населення, поліпшення професійної структури робочої сили, збалансування попиту й пропозицій на ринку праці. Запропонована модель розвитку бізнес-процесу кадрового потенціалу.

Наукова новизна. Запропоновано методологічний підхід до побудови ланцюга процесів формування, розвитку й управління кадровим потенціалом, підтверджена необхідність реструктуризації ланцюга даних процесів за допомогою реінжинірингу.

Практична значимість. Сформований методологічний підхід дає можливість систематизувати етапи формування та розвитку кадрового потенціалу, виділити основні й допоміжні процеси, а також процеси управління кадровим потенціалом, що дозволяє детальніше опрацювати стратегічні й тактичні плани розвитку та використання потенціалу, вибудувати ефективну кадрову політику регіону.

Ключові слова: реінжиніринг, процес, бізнес-процеси, кадровий потенціал, процесна зрілість, формування кадрового потенціалу

Цель. Теоретико-методологическое обоснование подхода к совершенствованию процессов управления развитием кадрового потенциала промышленного региона, разработка практических рекомендаций по его реализации.

Методика. В работе используются следующие методы: анализ и синтез, индукция и дедукция, системный анализ (для уточнения понятий „реинжиниринг“ и „бизнес-процесс“), графический (для очевидного и схематического изображения теоретических и практических результатов исследования).

Результаты. В работе выполнен анализ подходов к процессам формирования кадрового потенциала. Показано, что современный бизнес-процесс формирования кадрового потенциала имеет следующие особенности: процесс формирования кадрового потенциала выделяется и регулируется частично; нет единой политики создания кадрового резерва; рынок об-

разовательных услуг не соответствует потребностям рынка труда; нет надлежащей системы профессиональной ориентации. Теоретически доказано, что реинжиниринг бизнес-процесса формирования кадрового потенциала определяет ориентацию социальной и кадровой политики по повышению качества жизни населения, улучшению профессиональной структуры рабочей силы, сбалансированию спроса и предложения на рынке труда. Предложена модель развития бизнес-процесса кадрового потенциала.

Научная новизна. Предложен методологический подход к построению цепи процессов формирования, развития и управления кадровым потенциалом, подтверждена необходимость реструктуризации цепи данных процессов с помощью реинжиниринга.

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Практическая значимость. Сформированный методологический подход дает возможность систематизировать этапы формирования и развития кадрового потенциала, выделить основные и вспомогательные процессы, а также процессы управления кадровым потенциалом, что позволяет более детально прорабатывать стратегические и тактические планы развития и использования потенциала, выстраивать эффективную кадровую политику региона.

Ключевые слова: реинжиниринг, процесс, бизнес-процессы, кадровый потенциал, процессная зрелость, формирование кадрового потенциала

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ON THE USE OF THE ECO-ORIENTED DIMENSIONS OF MARKETING FOR PRODUCT PROMOTION ON THE MARKET

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ВИКОРИСТАННЯ ЕКОЛОГО-ОРІЄНТОВАНИХ ДИМЕНСІЙ МАРКЕТИНГУ ДЛЯ ПРОСУВАННЯ ПРОДУКТІВ НА РИНКУ

Purpose. The purpose of the paper is to justify the diagnostic methodology for the eco-oriented dimensions of product marketing elements to be used in product promotion on markets.

Methodology. The research has a tiered structure, consisting of: 1) the clarification of the marketing objectives in sustainable development concept; 2) an analysis of existing methodologies for the eco-assessment of product marketing; 3) justification of the diagnostic methodology for the eco-oriented dimensions of marketing (using the LCA method) in purpose of promoting industrial products.

Findings. The marketing objectives for sustainable development has been clarified. Methodological approaches to the application of the LCA method in industrial management and marketing have been analyzed. The criteria for the assessment of the life cycle of products from the viewpoint of the development of a marketing mix for sustainable development have been identified. A diagnostic methodology for the eco-oriented dimensions of the elements of product marketing has been justified.

Originality. An authorial diagnostic methodology for the eco-oriented criteria of product marketing, based on the integration of the existing methodologies, has been developed for the identification of business sustainable development.

Practical value. The proposed eco-oriented dimensions of product marketing and the accompanying eco-oriented activities can be empirically verified and applied to the practice of product promotion on the market.

Keywords: sustainable development, sustainable product, the LCA method, promotion on sustainable markets

Problem statement. The structural changes in a contemporary market witness the fact of the environmental orientation becoming an independent and dynamically developing segment.

Incidentally, 87% of the income from the sale of eco-friendly and organic products belong to the USA (46%) and

the member states of the EU (41%). In 2013, according to statistics, the annual sale of organic products exceeds 40 million euros in Lithuania, and the consumption of organic agricultural products is only 12 million euros in Ukraine. In this regard, the issue of the sparing use of natural resources remains acute, and investments in environmental projects have relatively higher risks and a lower rate of return. All that actualizes the problem of sustainable development

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