

UDC 005.95.96:159.9 (02)

Skibitskiy O. M.

National aviation university

CONSIDERATION OF THEORETICAL APPROACHES TO HUMAN RESOURCES MANAGEMENT

Clarificated the determination of key terms of the theory of human potential, considered its basic constituents, and directions of development and perfection of its control system.

An objective necessity is certain for subsequent development of theoretical and methodical applied principles of forming of effective control system in HR-managment.

Key words: potential, human potential, human capital, labour potential.

Definition of the problem. There are factors impact of which is belittled in a domestic management, but often crucial for our economy, and is believed to be a key condition allowing to carry out reforms in Ukraine. It is human potential and methods of its application. It is “human resource” or “human potential” that has become the one, amidst all institutional resources, that is most of all filled with capacities for upgrading functions of modern facilities. No matter how much time and money are spent on new technologies or systems, it is people and their doings that are a guarantee for success.

So, to reach the objectives of an organization, resources shall be put on. There are generally divided three fundamental groups among resources: *natural, physical and human*. Management of resources is believed to be a foundation for a facility management. Human resources together with physical resources are found to be the factors of economic growth. Human resources means employees with professional skills and knowledge, and is the sources for *operational life* and *labor potential*.

Hence, category “economically active population”, as a resource, is directed to a human being, his demands in labor sector depending on his wish, rather than to production. Therefore, those volunteers to work are recognized as manpower.

Due to reform in economics a necessity to consider growth of human potential in terms of strategic management has appeared. So, executive management of any entity shall develop a strategy of how to use human potential, so as to run a successive and steady business in terms of market economy.

National facilities look forward to recommendations substantiated by scientists on strategies for human potential development that would ensure survival of the entity, its abilities to grow, effective application of resources, implementation of scientific-and-technological ideas on practice. It is support of conditions for cooperation with a personnel and external environment that exerts impact on the future prosperity of entities [2, p. 237].

Analysis of recent researches and publications. Considerable contribution to the problems with human potential management in general and personnel precisely has been made by scientists of foreign and CIS countries - O.

Grishnova, E. Libanova, V. Adamchuk, O. Romashov, I. Soboleva, N. Volgin, G. Dresler, R. Marr, E. Meyo, M. Meskon, D. Sulie, F. Taylor, A. Fayol, G. Schmidt, V. Dyatlov, A. Yegorshyn, P. Zhuravliov, A. Kibanov, S. Shekshnya and others.

Theoretical, methodic and applied aspects of urgent issues within labor economics have been considerably studied by scientists of Ukraine: D. Bogin, G. Dmytrenko, M. Dolishny, A. Kolota, V. Onikienko, M. Siroshstan, D. Chervanyov, F. Khmil, A. Shegda, G. Schokin. One should pay attention to the works "Management of labor potential" (scientists: V.S. Vasilchenko, A.M. Grinenko, O.A. Grishnova, L.P. Kerb) [4], paper made by E. Libanova [5,6] and thesis research of Bilorus Tetyana Valeriivna "The role of staff in strategic management of entities".

Highlighting the earlier unsolved parts of the general problem. Overview of research papers on management has shown that issues of strategic management incl. human resources are more and more studied by scientists. These issues found their full reflection in studies of the following leading economists such as I. Ansoff, P. Druker, M. Porter, M. Armstrong, O. Vikhansky, A. Gradov, R. Fathutdinof, V. Geetz, V. Seminozhenko, M. Martinenko, V. Pastukhova, Z. Shershniova and others.

However, options for improvement management system of human potential, analysis of strategic management components of labor resources of a certain entity must be further worked out.

The objective of the paper is to define (update) key terms of human potential theory, to consider its fundamental elements and trends for growth (improvement) of its management system.

Summary of the main data for study. Paying attention to the above it must be noted that today national scientists would rather perceive the term "human potential" as a research object and the one demanded practical efforts predetermined by the program, than the object of researches and evaluations found by scientists. This methodological situation has appeared as there is no single concept for human potential in a research community and if not generally accepted, but at list agreed by scientists on this matter.

So, **potential** is *resources possessed by a subject (incl. economic), optimal structure and ability to use them in a reasonable way to reach the objective* [15].

And so "potential" as a term today is widely applied in a vocabulary of social sciences and journalism. It specifies mostly political and social events such, as: political party potentials, cultural city potential, educational potential of higher and secondary schools and others. Following intuition people can understand the meaning, implications of the term "potential". To solve research and practical matters, the meaning of applied term must be clear that will allow us to specify the concept based on intuition, and in case of need to feel free from its context and situation.

The term "potential" orig. from "*potentia* (Latin)" is generally interpreted as strength, power, as for the potential of population, government, it is defined by the Great Soviet Encyclopedia as a capability of a certain area [7].

So, we will pick up the term "potential" as latent capacities. The term gets

a range of explanations, as the potential is treated as the source of capabilities entailing their implementation and usage for solution of many issues. It means that the potential is capacities of a person, entity, society that have not yet emerged or emerged partially. So, the potential as the term means a set of capabilities that under certain circumstances may appear to be really effective.

First and foremost it is worth noting that the general term “*potential*” incl. human potential shall not be treated as an absolute and unique measure describing its bearer as, for instance, mental ratio.

There is one more category to single out, it is “*human potential*”, which presumes that creative abilities of a person and not only work force are enabled while operating.

Such conception is supported by S. Valentei and L. Nesterov believing that the term “human potential” should be accepted as a fundamental unit for a spiritual growth of people, which renders society’s cultural requirements [8, p.92]. The major issue about studying human potential is believed in estimating options for people’s growth and managing them, paying attention to internal institutional and external environment factors.

Human resources is a set of physical and spiritual capacities of a man that may be enabled for achieving individual and social objectives such, as either instrumental for maintenance of living essential conditions, or existing ones for expansion of potentials of a man and capabilities to be fulfilled [16].

The term “labor potential” found its usage only when economics was attempted to step into more intensive stage of growth, though, researches in economic literature defined this term differently.

Some identified labor potential with correspondent labor resources but adding that the labor potential is more extensive category having more components.

Others view labor potential as all people’s abilities applied in living labor.

The rest treat labor potential of labor as itself, its capacities identified by the level and condition of appropriateness of objective and subjective factors in specified socio-economic scopes.

Many researches in literature have made contributions to the definition of “labor potential”. To use this term, analysis of various interpretations must be carried out.

So, **human resources** as the ground for labor potential means a total of employees qualified to produce (design and support) a product or service.

On the one hand employees make up manpower of an enterprise, accordingly human resources is treated as labor capacity of a staff, resource capabilities enabled in employment field of accounting of the entity.

Some scientists consider human resources engaged in the entity not only as operating mass busy in a productive enterprise, but also conditions for these capacities to be exercised (technology availability, labor mechanization level, arrangements and so on). At first sight there are arguments for such approach. Really, technical, economic, institutional and other conditions define ability to work and of course performance of functions. However, such concept describes rather manufacturing capacities of the entity, than human

resources.

Under the above there comes out a conclusion that human resources may in reality be represented by abilities of employees, quality of their credentials, professional, personal, mental and physical qualities, and of course the most important, to our mind, creative skills. Human resources operating in the company are given features of integrity that makes it differ from those which inherent to every worker individually (synergetic effect).

It is not possible to view human resources of the productive enterprise separately from other two interdependent capacities: labor potential and individual potential of a human being.

As there is still no single opinion on the concept "human potential", so in literature there are found quite opposite meanings in its components, undefined correlations with the following categories, namely: "human capital", "labor potential", "human resources". It is the most frequent illusion to identify categories "human potential" and "human capital"[1, p.11-12]. Hence, "human potential" is often confused with "human capital".

The meaning of these terms "human potential" and "human capital" has evident similarities, but significant differences as well.

United Nations Development Programme defines "**human capital**" as the *knowledge, abilities, skills and experience*.

So, national practice has recently showed that human resources is defined by the term "**human capital**" meaning *a built-up or emerged as the result of investments or accumulated by people stock of health, knowledge, skills, abilities, motivations, which is intentionally applied in this or that social productive area, promotes performance efficiency and due to this positively affects profit growths of its owner*.

Therefore, by saying "capital" one means presence of knowledge and by saying "potential" it means capabilities to obtain and put it to use. But we believe, this term should be exercised while giving description to human capacities on macro level, but on the enterprise level it is better to turn to human resources.

Hence, the capital is an implemented potential. However, human capital is an indispensable (but not the only) form for displaying human potential in market relations related to gaining profits from investments effectively contributed into development of professional skills of their holder. In such a case expenses born for education on its own are not a guarantee for human potential surplus, as there are no cause-and-effect relationships between those factors, though there may be traced statistic correlation. It means that contributing to education may bring benefits in the future only, and "maybe" is revealed through the term "potential", hence this case demands the use of "human potential" rather than "human capital" [13, p. 426].

F. Taylor concerned himself with human potential in the manufacturing process and proved its significance. It is he who initiated a number of experiments investigating the role of human being in the production sector, research organization of labor. [3, p.78].

Modern research literature faced with works attempted to define labor potential, to find features that position it as economic category, to bind with

other categories. Under the study of the most significant papers of recent years it is revealed that most of scientists define labor potential as “progress made in the society”, or as “potential stock of live force in the society at the precise moment represented by individuals or work hours”, that is labor resources with qualitative and quantitative parameters.

So, potential as the term is defined differently in scientific literature. And so, potential is *a set of resources requisite to make the system operational or is a system of physical and labor factors required for production*.

For the present there are the following concepts bound to human resources applied in state economics and organization's management such, as: “human potential”, “human (social) capital”, “labor potential”, “labor resources”, “human resources”, “human capital”, “staff”, “manpower”, “human capacity”, “personal potential” “intellectual potential”, “innovation potential”, “workforce”.

Let's consider what human potential is, as there is still no single definition. There are found quite opposite explanations of its meaning and components and correlations with such categories, as “human capital”, “human potential”, “human resources” and so on.

Human potential is *a set of physical and spiritual capacities of a man that may be enabled for achieving individual and social objectives such, as either instrumental for maintenance of living essential conditions, or existing ones for expansion of potentials of a man and opportunities to be fulfilled* [1].

Hence, in brief, human potential is embodied gifts, talents, education level, occupation and aptitude to bring profit for a person.

The Universal Bank also adds state of health and quality of nutrition to this concept, while UN finds education, field experience, physical state, ability for survival, other parameters to support productive capacities and people's self-maintenance.

Human potential of the nation is *a set of various distinct and hidden features of a country's population depicting level and capacities for its citizens to grow in definite natural-and-ecological and social-and-economic conditions*.

Since 1995 number of the Ukrainian economically active population has been estimating under the international methods. Number of economically active population in Ukraine in different periods made from 22 to 26 bln. [13, p.65].

Labor potential is *actually existing and envisaged labor capacities identified by number, age structure, credentials and other parameters of the entity's staff; a complex set of physical capacities, knowledge, experience, spiritual and moral values, cultural sets, customs and traditions of country's population* [7].

In Prof V.I. Shchelkunov's opinion “**labor potential** is a number, demography, credentials of staff”. In the most general sense “labor potential” gives a description to certain capacities that may be enabled to reach the target.

Approach of V. Onikienko to labor potential should be pointed out; he believes that “**human potential** is *a territorial set of able to work people with relevant credentials having certain employment position in nation economy, paying attention to its technological and equipment bases*.”

Human potential is absolutely and from both sides bound to the process

that is on the one hand is in its creation, and on the other hand it serves as a form for its realization. In V. Kelly's opinion, while human potential is building, conditions, premises, bases, under which the man grows with his/her abilities for an action, take shapes [9, p.74]. It moves from the society, its components to the person. When there appears an issue concerning realization of human potential, then direction is opposite– from the man to the society. It is human activity, human self-expression, revealing of his/her skills, education and knowledge levels, cultural, psychological, personal traits, namely individual self-actualization, that undergo accentuation, rather than analysis of conditions.

The matter "human potential" found its reflection in the concept "human growth", that has been recently widely acknowledged, including due to theoretical development presented by an Indian scientist, Nobel laureate, awarded the Nobel Memorial Prize in Economic Sciences, Amartya Sen [10,11]. A. Sen in his research works used an approach named "capabilities approach" and substantiated that the development process is not only a growth of material and economic welfare, but also an expansion of people's capabilities, which mean "more options that may be picked out, among a great number of variants, the target and way of living, which suits him the most".

Hence, the concept "human potential" is made up of several components such, as: health, welfare, education level, social-and-psychological flexibility and other qualities. First of all one should view human potential (the same as human capital) on both levels: to characterize both human resources of the country and definite personality. Human potential is capabilities to obtain and exploit information and knowledge.

Potential as a union of space and time characteristics combines at the same time three levels of connections and relations, namely: first of all it reflects the past, that is to say a set of capacities gathered by the system with its development and abilities to function and grow. In this sense, the concept "potential" is viewed as:

- *first*, it actually acquires the meaning "resource";
- *secondly*, it describes the presence in the view of application in practice and turn to apparent capabilities;
- *thirdly*, it is directed to the future: while working an employee applies not only his/her capabilities, but also gain new strength and abilities [130, p.34].

Human potential is an integral characteristic of a society (state, country) survival as the subject of self recreation, growth and cooperation with other communities [1].

Various scientists believe that human potential has different composition, though its core sense is similar, still there are divided four interdependent but relatively independent elements of: social-and-demographic, socio -economic, social-and-cultural and activity potentials of the society.

West countries often treat such categories as "manpower" "labor resources", "human capital" as identical. The categories stated above give a description to the set consisted from sources, capabilities and resources of manpower on their different stages, namely: human being, a group of people, district,

region, country, but from various viewpoints.

Labor resources is *economic active, employable part of regional population that has physical and cultural-and-educational capacities to partake in economic activity of the enterprise (organization)* [7].

A famous Russian scientist in Management L.I. Evenko believes that change of four conceptions had taken place before managers started to pay attention exactly to human capital, rather than to labor resources, staff, human resources, man. [14, p. 15-17].

So, conception of practicing labor resources at the enterprise (came into prominence in the late 19th cen.), until 60s XX cen. considered functions of people only, namely: performance of work measured by spent work time and wages, instead of the man employed in the production. This conception found its reflection in Marxism and Taylorism ideologies, while our country applied it in labor exploitation by the government. Matters of costs and fruits gained from such work, evaluation of employees contribution into the productive enterprise, cut down of expenses and expansion of output hold a top place in this issue.

The man in the concept of human resources management began to be distinguished as the resource, in other words as a component of social organization in the unity of three fundamental elements such as: employment functions, social relations, employee state, but not as a position (the structure part). Research papers distinguish this concept as “human factor activation”. A set of people’s aspects (health, education, professionalism) influencing outcome of their activity is comprised in human resources.

Findings:

1. The matter on human growth in Ukraine, though remaining absolutely pragmatic and bound to socio-economic objectives, gained new qualities and caused theoretical developments around the concept “human potential”, particularly, initiated by the Institute of Human and the Institute of Philosophy of Russian Academy of Sciences. These developments worked out by Russian researchers have considerably enriched the conception of human growth in theoretic-methodological (thesaurus approach, conceptions for social project planning, theories of youth and others were deployed) and application-oriented terms (academic opinion).

2. One should single out that value of human potential shall not be stated only in cost parameters. Moreover it can’t basically show only ratings, as there are no direct methods to measure capacities. But for today’s studies devoted to understand human potential it is important not official calculations, but quality value of social life and current economic conditions for building up and implementation of human potential in working and other practices. If such conditions exist, then human potential may be put into practice as human capital acting as the source of income for its holder, economic growth and social progress for the society. But today there are no such existing conditions in Ukraine.

3. People management is a management part of any organization placing one stage with management of physical and natural resources. Although, people are quite different from other enabled resources, due to their characteris-

tics, and consequently must be managed otherwise. Managing people requires creative (rather than mechanic) approach, individualization and accounting of long-lasting perspective by making all decisions.

4. Intellectual-and-cultural level (ICL) of the society, namely: education and intelligence level, professionalism, morality and spiritual aspects in total, culture in its broad sense, way of thinking, outlook and so on, all these are the final and in fact limitless human potential factors. First and foremost among ICL components are education, major and experience.

Perspectives for further researches on this matter. As analysis of research papers of enlisted authors has shown, ongoing socio-economic transformations in Ukraine demands development and application of new approaches to human potential assessment and growth. So, theoretic and methodic-applicable principles for building competitive human resources and elaboration of effective systems for managing human potential at national enterprises keeping in mind peculiarities of modern trends in management and crisis-affecting phenomena on markets must be further worked out.

Whereas, strategic management for the Ukrainian entities is quite new, unusual process, as the reason the issue of human resources management is studied partially.

Hence, studies on this matter must continue, as there is an objective need to go on with the development of theoretic and methodic-applicable aspects for building effective system for managing at national enterprises keeping in mind peculiarities of modern trends in management growth.

References:

1. Dolgushkin N. K., Novikov V. G., Kategorii «trudovyye resursy», «rabochaya sila», «kadryi» – suschnost i sodержanie // Agrarnaya nauka. – 2001. – # 4. – S. 11-12.
2. Ivanov N. I. Ekonomicheskie aspekty proizvodstvennogo potentsiala. Teoriya i praktika. – Donetsk : IEP NAN Ukrainyi, 2000. – 420 s.
3. Teylor F. Printsipy nauchnogo menedzhmenta: Per. s angl. – M. : Kontrolling, 1991. – 282 s.
4. Vasilchenko V. S., Grinenko A. M., Grishnova O. A., Kerb L. P. Upravlinnya trudovim potentsialom: Navch. posib. – K. : KNEU, 2005. – 403 s.
5. Libanova E. M. Demograficheskoe razvitiye Ukrainyi: problemy i perspektivy. Sotsialni prioriteti rinku pratsi v umovah strukturnoy modernizatsiyi ekonomiki // Mizhnar. naukoprakt konferentsiya. – K. : Minpratsi Ukrayini, NAN Ukrayini, RVPS Ukrayini NAN Ukrayini, Ukr. In-tut sots. doslidzhen, 2000. – T. 1 – 562 s.
6. Libanova E. M. Rinok pratsi ta sotsialniy zahist. – K. : KiYiv, 2004. – 11 s.
7. Bolshaya Sovetskaya Entsiklopediya: V 30 tomah. / Gl. red. A. M. Prohorov. Izd. 3-e. – M. : Sovetskaya Entsiklopediya, 1973. – 982 c.
8. Valentey S., Nesterov L. Chelovecheskiy potentsial: novyye izmeriteli i novyye orientiry // Voprosy ekonomiki, 1999. – # 2. – S. 92-93.
9. Kelle V. Zh. Chelovecheskiy potentsial i chelovecheskaya deyatel'nost [Tekst] / V. Zh. Kelle // Chelovecheskiy potentsial: opyt kompleksnogo podhoda. – M., 1999. – S. 72-80.
10. Sen A. Ob etike i ekonomike. – M. : Nauka, 1996.
11. Sen A. Razvitiye kak svoboda. – M. : Novoe izdatel'stvo, 2004.
12. Doklad o razvitiy cheloveka. 2010 g. – Nyu-York, Oksford, PROON, Oksford Yuniversiti Press, 2010. – S. 102-234.
13. Chorniy R. S. Lyudskiy kapital u sistemi sotsialno-ekonomichnih kategoriy // Stvorennaya intelektualnoyimi sistemami obliku dlya ekonomiki Ukrayini / Materiali mizhnarodnoy naukovo-praktichnoy konferentsiyi, 21-22 listopada 2007 r. – Ternopil : Ekonomichna dumka, 2007. – 526 s. – S. 424-427.
14. Evenko L. I. Uroki amerikanskogo menedzhmenta (vstupitel'naya statya). Osnovny menedzhmenta. – M. : Delo, 1992. – S. 412.

15. Bolshoy ekonomicheskii slovar / Pod. red. A. N. Azriliyana. – M. : Institut novoy ekonomiki, 1999. – 1245 s.
16. Borisov A. B. Bolshoy ekonomicheskii slovar. – M. : Knizhnyi mir, 2000. – 895 s.

Скібіцький О. М.

Національний авіаційний університет

РОЗГЛЯД ТЕОРЕТИЧНИХ ОСНОВ УПРАВЛІННЯ ЛЮДСЬКИМ ПОТЕНЦІАЛОМ

Резюме

Уточненні визначення ключових термінів теорії людського потенціалу, розглянуті його основні складові, і напрямки розвитку та вдосконалення системи управління ним.

Визначена об'єктивна необхідність у подальшому розвитку теоретичних та методико-прикладних засад формування ефективних систем управління персоналом.

Ключові слова: потенціал, людський потенціал, людський капітал, трудовий потенціал.

Скибицкий А. Н.

Национальный авиационный университет

РАССМОТРЕНИЕ ТЕОРЕТИЧЕСКИХ ОСНОВ УПРАВЛЕНИЯ ЧЕЛОВЕЧЕСКИМ ПОТЕНЦИАЛОМ

Резюме

Уточнены определения ключевых терминов теории человеческого потенциала, рассмотрены его основные составляющие и направления развития и усовершенствования системы управления ним.

Определена объективная необходимость дальнейшего развития теоретических и методико-прикладных основ формирования эффективных систем управления персоналом.

Ключевые слова: потенциал, человеческий потенциал, человеческий капитал, трудовой потенциал.