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ВЗАИМОДЕЙСТВИЕ СОСТАВНЫХ ЭЛЕМЕНТОВ СИСТЕМЫ СТИМУЛИРОВАНИЯ И ПОВЫШЕНИЯ КОНКУРЕНТОСПОСОБНОСТИ ПЕРСОНАЛА ПРЕДПРИЯТИЯ

Проведен анализ современного отечественного и зарубежного опыта научных исследований относительно проблем оценки конкурентоспособности персонала предприятий. Обобщены основные ее характеристики и элементы системы оценки стимулирования и повышения конкурентоспособности персонала. Предложен за основу системы оценки, стимулирования и повышения конкурентоспособности персонала подход Р. Фатхутдинова с дальнейшей адаптацией и внедрением в деятельность предприятий отрасли машиностроения. Определены в соответствии с отмеченным подходом элементы оценки стимулирования и повышения конкурентоспособности персонала предприятий с целью предоставления предложений относительно обоснования и согласования каждого отдельного элемента данной системы ради их гармоничного взаимодействия и реализации. Обоснована необходимость создания независимой специальной экспертной службы относительно оценки деятельности персонала и уровня их конкурентоспособности с целью обеспечения реализации объективной, независимой оценки стимулирования и повышения конкурентоспособности персонала предприятий. С целью разработки и апробации системы оценки, стимулирования и повышения конкурентоспособности персонала предложена классификация персонала с необходимым выделением основных групп работников и определено количество экспертов при оценке групп персонала за технологическими процессами. С целью результативности предложенной системы оценки, стимулирования и повышения конкурентоспособности персонала акцентировано внимание на двух основных уровнях стимулирования труда работников: за классификационными группами и за технологическими процессами. Определено взаимодействие мероприятий стимулирования в соответствии с конкурентоспособностью персонала по классификационным признакам и технологическим процессам предприятий отрасли машиностроения. Определены пути дальнейшего усовершенствования системы оценки, стимулирования и повышения конкурентоспособности персонала как составляющей механизма управления потенциалом предприятия ради долговременного и стабильного эффекта экономического роста.

Ключевые слова: персонал, конкурентоспособность, система, взаимодействие, стимулирование, оценка.

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INTERACTION OF COMPONENT ELEMENTS OF PROMOTION AND COMPETITIVENESS OF ENTERPRISE PERSONNEL

There is an analysis of the current national and international experience of researches of problems of evaluation the competitiveness of personnel. Summarizing its main features and elements of the assessment of stimulating and competitiveness of staff. Proposed approach by R. Fatkhutdinov as the basis of system of evaluation, promotion and competitiveness of staff with further adaptation and implementation of activities in the industry of mechanical engineering. Determined in accordance with this approach the elements of assessment of stimulating and improve the competitiveness of enterprise personnel to provide proposal for justification and agreement of each individual element of the system for their harmonious interaction and realization. The necessity of an independent special expertise regarding the evaluation of service personnel and their competitiveness in order to implement an objective, independent assessment of stimulation and competitiveness of personnel. For the purpose of developing and testing the system evaluation, promotion and competitiveness of personnel classification with the necessary distinguishing major groups of employees and determined the number of experts in evaluating groups of staff for technological processes. In order to assess the effectiveness of the proposed system, stimulation and competitiveness of personnel a focus on two main levels of stimulation of workers: the classification groups and technological processes. Definitely interaction incentives under competitive personnel classification features and technological processes of engineering. The ways of further improving the system of evaluation of stimulation and competitiveness of staff as component mechanism for management of potential companies and sustainable long-term effect of economic growth.

Keywords: staff, competitive system, interaction, stimulation and evaluation.

In the current economic conditions, production companies operating in a competitive environment, which requires improvement and development of new and effective methods of stimulation and improvement of the competitiveness of enterprise staff in Vinnytsia region in particular. In this regard, one of the main objectives of each subject's functioning is finding and developing an effective system of evaluation of stimulation and competitiveness of personnel. This assessment should be designed and based on the optimization of all its elements taking into account the characteristics of the activities of these companies. The existence of different methods of evaluation of the staff can not only take into account all sectoral, organizational and operational features of the plant, but also economically feasible to form an effective, coordinated mechanism with the overall enterprise management system. An important step in the research is study the establishment and interaction of elements and fundamental aspects of assessing the competitiveness of enterprise of engineering staff in Vinnytsia region.

The questions of personnel valuation were being the subject of research in various aspects of the scientific and economic literature, including such well-known practitioners and academic researchers, as D.P. Bohynia, S.S. Hrynkevych, O.A. Hrishnova, O.H. Hroshcheva, V.M. Daniuk, O. Iliash, A.M. Colot, O. Krushelnys'ka, V.M. Lukashevich, V.M. Nyzhnyk, V.S. Savel'ieva, M.V. Semikina, R.A. Fathutdynov et al. Among foreign researchers noteworthy O. Emerson, F. Kene, Zh.B. Sei, A. Smith, A. Faiola and T. Schultz. There is no doubt, that their researches are detailed in nature, but some issues nowadays are still open and require updating in this area. However, the transience of the current socio-economic processes imposes new requirements for all development and evaluation of competitive advantages of the personnel.

In the context of these problems the main task of article is to study and establish interaction between components and the main aspects of evaluation of stimulation and improvement the competitiveness of the industry engineering personnel in Vinnytsia region, summarizing its main features and elements to develop an effective mechanism for improving the competitiveness of the staff, and its subsequent implementation in practical activity.

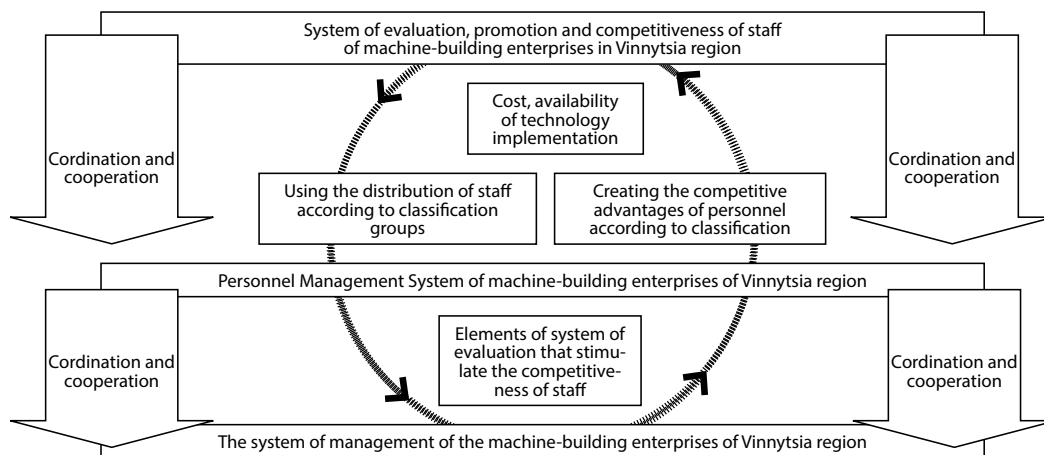
The determination of the main aspects and ways of evaluation of competitiveness of staff in scientific circles of scientists and scholars is important issue that raises a number of contentious issues.

In previous researches, we widely reported about issues regarding the role and importance of incentives for staff in the process of formation of its competitiveness. In our view, it is the key for stimulation of personal aspirations and increasing the competitiveness of the employee. «Competitiveness»

and «incentives» are so related categories that it is almost impossible to consider them in isolation, especially in elaboration of certain complex system. In generalization of elements of evaluation of competitiveness of enterprises staff it is important to define features of stimulation of their activity because, as already noted, competitiveness and its level is variable quality of employee. In these conditions, in our opinion, it will be appropriate to operate of combined category of «evaluation system of stimulation and improvement of the competitiveness of enterprise personnel», which may enable the coordination and harmonization of the elements of a comprehensive performance evaluation of employees. In the process of research we accentuated the importance of the assessment of each individual category of personnel that allows proving the problematic aspects, as well as the competitive advantage of the enterprise as a whole and its individual business units and staff groups. This distribution allows to take into account all the peculiarities of certain groups of personnel evaluation, the specificity of their duties and tasks. An important aspect that will be singled out in the process of stimulating and enhancing the competitiveness of the staff is the formation mechanism of evaluation of competitive advantages of workers in the context of using their classification groups. As mentioned, in the current economic conditions often becomes important is not only the result of the employee, but also his personal qualities, future prospects for business. Thus, according to business and enterprise development the competitive advantages of its staff soon also will vary. So, we believe it is necessary to use the competitive advantages of workers generalized by us in previous studies in forming personal and group competitive advantages of personnel at various stages of engineering enterprises of Vinnytsia region.

Given the reasonable requirements to assessment and competitiveness of stimulation of staff we may summarize its main characteristics and elements (Fig. 1.).

Fig. 1. Characterization of evaluation, promotion and competitiveness of staff of building enterprises in Vinnytsia region



As seen from Fig. 1. An important element in the implementation of any system and evaluation of the system, in particular, is not only the efficiency of the system but also its economy and accessibility in technology implementation. It should be noted that any system should be implemented and tailored to suit in the best harmony with existing enterprise management system.

The using of certain new measures often prompts the company to change almost the whole control system, which is a long-term and financially costly. These changes, in our view, possible, but they must be economically justified.

For establishing of the evaluation system of stimulation and competitiveness of staff we offer a basis of approach by R. Fatkhutdinova, which need to be adapted and implemented in business of engineering in Vinnytsia region. This approach takes into account the best companies of these industries, as well as modern economic needs of local businesses. The purpose of building this system in coordination to all aspects and we set elements and capacity for implementation. Certainly, all the elements of the evaluation, promotion and competitiveness of staff are harmoniously interact and complement each other.

According to this approach there are such elements for evaluation of the incentives and increasing the competitiveness of the industry engineering personnel in Vinnytsia region:

- a) the number of experts;
- b) the quantity and quality of staff;
- c) the importance of the j-quality staff;
- d) assessment and fact – expert j-quality on a five-point system.

Thus, we offer five elements of evaluation, promotion and competitiveness of personnel. Further we offer coordination of each element of the system for their harmonious interaction and implementation.

The number of experts, which is one of elements in assessing of the competitiveness of enterprise engineering staff, should consider the organizational structure of each company, as well as the characteristics of their business and manufacturing processes. But also, this element must provide our proposed classification in scientific research of personnel and the availability of established competitive advantages.

Regardless of the level of evaluation, the number of experts in the enterprise must start with a responsible person who will compile all existing relevant information. As mentioned, in any of the surveyed companies of engineering in Vinnytsia region, there is no special service or department in relation to the evaluation of staff and their level of competitiveness, in particular. We believe that the creation of the department or the responsible person is a necessary and indispensable factor that will ensure the realization of an objective, independent assessment of incentives and competitiveness of staff of surveyed enterprises. Personnel may be involved in the process, generate the necessary information to assess the specific competitive advantages, but generalized solution and the result must form by independent person who will report directly to the owners of the company. Number of persons in the department evaluation of staff and their level of competitiveness should be determined according to the number of personnel and their capacities (Table 1).

Table 1. The proposed number of experts for the evaluation of staff incentives and staff competitiveness of machine-building enterprises of Vinnytsia region

Enterprises	PAT «Barsky Engineering Plant»	PAT «Mayak»	PAT «Yampolsky making factory»	PAT «Mogilev-Podolsk Machine-Building Plant. SM Kirov»	PAT «Vinnitsa Instrumental plant»
Number of experts. people					
1. Responsible independent department / responsible person	5	5	3	5	1
2. The number of experts in the evaluation of classification groups that are not part of the responsible department in total:	17	25	12	18	8

2.1 managers	3	2	3	3	1
2.2 experts and employee	2	2	2	3	1
2.3 specialists	1	-	1	1	-
2.4 workers	10	20	5	10	5
2.5 guards	1	1	1	1	1
3. The number of experts in the evaluation of groups of staff for technological processes that are not part of the responsible department	11	14	5	10	2

As seen from Table 1, whereas the number of accounting personnel, production capacity, we have proposed a different number of experts for the enterprises. Creating an independent department in assessing incentives and competitiveness of enterprise personnel will not be rational at all enterprises. In this regard, the enterprises with the staff of 200 people will be sufficient appointment of one responsible person.

The department of stimulating of assessment and increasing of competitiveness of enterprises with more than 500 people of staff should not exceed three persons. Therefore, given the number of surveyed accounting personnel and facilities of enterprises, we proposed the creation of an independent evaluation of the Department of incentives and competitiveness of enterprises in the staff of five people at PAT «Mogilev-Podolsk Machine-Building Plant. by S.M. Kirov», PAT «Mayak», PAT «Bar Engineering Plant», PAT «Yampolsky making factory» we proposed the creation of the department of three persons as payroll number of staff is small, as a relatively small production volumes.

An independent department of PAT «Vinnitsa Instrumental plant» would be inappropriate and unreasonable, so we offer a separate office – the person responsible for evaluation, promotion and competitiveness of their staff.

The process of stimulation will be an important activity in our proposed department. The independence of the department must ensure the objectivity of the process of stimulation according to each specific group of employees. We believe that this application of the classification system optimizes staff for improving its competitiveness.

According to the proposed classification of personnel there are six main groups of workers: managers, professionals and employees, professionals, workers, guardians and students. However, in evaluating the competitiveness of personnel, such group as students cannot be included. Students can participate in the enterprise, but their number is minimal or nonexistent, and most of them do not receive a salary and are not in an employment relationship with the company. Thus, when summarizing the elements of evaluation, promotion and competitiveness staff, we offer five major employee groups. As for the number of experts in assessing of the competitiveness of classification groups, their complement may be formed not only from the department of assessing, promotion and improving the competitiveness of enterprises staff. As seen from Table 1, more experts who will form the evaluation, promotion and competitiveness of personnel we offer PAT «Mayak» and less of them for PAT «Vinnitsa instrumental factory».

The important factor at this stage is the harmonious interaction of evaluation of classification groups, personnel and distribution groups that carry out specific manufacturing process. Thus, the number of enterprises surveyed classification groups is the same, but the number of different processes is different. This point is also important in the development of incentive measures as evaluation of the classification group of staff may differ from the assessment group of employees engaged in and which responsible for particular workflow. For these conditions we offer two levels of stimulation of workers:

- by classification groups
- by technological processes (Table 2)

Table 2. Interaction incentives under competitive personnel classification features and technological processes of engineering in Vinnytsia region

Distribution by classification groups					Distribution of technological processes					
Competitiveness Кп	Кп=Кс	stimulating factor Кс	Encouraging employees	According to the basic salary	Competitiveness Кп	Кп≠Кс	Кс = complexity of the processes	stimulating factor Кс	Encouraging employees	According to profit of company
profit				x %	profit					x %

As seen from Table 2, the stimulation of the staff activity can make in two ways: in relation to the base salary and according to the results of the company. According to the classification of staff, we recommend matching incentives to salaries. That is, according to the competitiveness of a particular classification group, some coefficient of stimulation of staff will be determined that can be applied with a positive result of the company.

Another variant of stimulation which offered in the allocation of staff according to the technological processes is the accordance of stimulation to enterprise performance.

Each of the sampled enterprises must establish a percentage of earned income, from 0 to 10%, in the same amount of groups of workers who perform certain processes. Similarly, depending on the result of the company, as the complexity of operations and processes all employees receive the same amount of stimulation.

We suggest that the use of different levels of stimulation allow to fully cover the increase in the competitiveness of the industry personnel studied engineering.

Thus, our proposed model is a phased evaluation of competitive advantages, performance and competitiveness of personnel which will allow improving its competitiveness in the present situation of company. It should also be noted that this model can be viewed only as a basis, but for practical use it is necessary to refine and adjust the components of phases according to the organizational structure, type of activity and its specific production.

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