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ESSENCE OF HUMAN POTENTIAL IN THE ORGANIZATION

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Human potential content is analyzed and equation of labor potential and personnel potential is argued in this article. It is also defined that human potential is more substantial term than labor potential and personnel potential. Considering the relevance of human development as an element of competitiveness of the organization.

Keywords: enterprise, human potential, labor forces, labor potential, man power, personnel, staff, staff potential.

Introduction. At the end of the 50s of XX century due to the appearance the concept of human capital, it was determined that the productive human skills and rights are formed as a result of investment in education, health, cultural development, and the process of using them bring employees (who are their owners) more revenue than income from ordinary labor.

However, it is also applies to business owners because of the happy worker more readily gives his effective work force that brings the company additional income.

Thus, a person is a carrier of a real or potential ability to perform purposeful effective work. Such ability we call human potential. In science the human potential is seen at various levels, sometimes causing some confusion and substitution of concepts.

Analysis of recent researches and publications. Among the latest research and publications in the field of human development I have to provide works of E.M. Libanova, A.F. Novikova, A.I. Amosha, V.P. Antoniuk, O.A. Grishnova, Y.S. Zaloznovoy, O.V. Martyakova, V.S. Vasil'chenko etc.

For example, according to Y.S. Zaloznovoy, the term «human resources» more acceptable to the characteristics of the human factor on the macro level. A similar opinion appear in the collective monograph, writing, «The concept of «human resources» has not found a comprehensive synthesis, systematization and formulation.» More often it is seen in publications in the macroeconomic level, but more efficient use of human potential is possible only in the context of microeconomic processes.

The purpose of the article. Study the essence of human potential on the level of the organization.

The results of the researches. Often, for characteristics of the human factor in the company using the following terms: labor forces, man power, personnel, staff.

Thus, the labor force – a person's ability to work, is set physical and spiritual abilities that she uses every time when producing any consumer value [1, p. 403]. These features characterize the qualitative aspect of the human factor, and they can have both working and

broken. This definition the most common in the scientific literature. Where the term «labor» is used for characteristics of the human factor in the company, is understood by him people workers as a resource of the organization.

As we can see here there are both qualitative and quantitative characteristics of the human factor.

The term «man power», according to O.A. Kirichenko [5, p. 384] is socio-economic category that defines a permanent (staff) composition of skilled workers who have passed the previous training, have special education, have the skills, experience, experts in chosen field and are in labor relationship with the company.

B.P. Slynkov [2, p. 36] describes the «staff» as the composition of the team enterprise, including technical, operating, including some category of those who work united for professional or other features (staff, management staff, medical staff etc.). I.V. Hovhannisyan [2, p. 38] considers «staff» and «man power» as synonymous, that characterize the composition of the staff of the organization, performing various industrial and economic functions. A similar view is shared E.V. Maslov, who defines «staff» as a group of employees, and the concept «man power» and «labor force» as synonymous [9, p. 312]. These two concepts also like quantitative and qualitative components.

According to Y.S. Zaloznovoy, the term «staff» and «labor force» is also synonyms and are most suitable for characteristics human factor of the company. The term «staff» defines the specific employees who have a certain ability to work and use it in its labor force. At the same time staff is the most important resource enterprise and at present takes the form of human capital [4, p. 380]. Note that personnel that characterizes the human factor in the company, has some human potential and human capital, to my opinion, its activities turns into human capital.

Exploring the various characteristics of human potential turn to the definition of M.B. Doronin [3, p. 10], which offers a definition of the human resources at the enterprise level as a system individual personal characteristics of workers (sensation, perception, memory,

thinking and language, ideas, temperament, character, abilities, sociogenic features, etc.), full implementation of which by the labor process certain conditions (socio-psychological climate of collective culture production and management, etc.) improves the efficiency of labor. Latest determine [3, p. 8] as deemed deliberate human activity aimed to establish the necessary benefits, the effective functioning of the organization enterprise and management.

The components of the capacity of human resources data the authors define: participation of workers in addressing economic issues, social settings, social control, motivation, needs, interests, values and ideals, motives adaptation of labor, the tendency to their organization, identification, engagement, loyalty. As you can see, there is no potential separation components human resources or human potential in the group. Moreover, human creating potential of the company is its employees, meaning that it has certain quantitative characteristics, such as number of employees and their demographic composition and so on.

There is a lack of human resources and structured structure offered by A.M. Stefanyshyn [1, p. 403]: biological, demographic, intellectual, motivational, environmental, cultural, ethno-cultural, social, economic, health, mobility, creativity (entrepreneurship), sacral, educational, informational, political activities, time use, public order and safety. However, note that this structuring of human potential, unlike the previous one, was made at the macro level.

O.F. Novikova, A.I. Amosha, V.P. Antoniuk [8, p. 468] in human understand the potential as high quality of human characteristics that can live long and prosperous life. Other authors write that human potential is an expression of spiritual characteristics of man. However, as we noted above – at the enterprise level human resources there is some quantitative characteristics.

Based on the analysis of various characteristics of human potential Scientists have identified such its components: 1) demographic potential; 2) potential of health; 3) the educational and professional potential; 4) intellectual potential; 5) potential of activity; 6) social and economic potential; 7) social and mental potential; 8) civil and political potential.

Accordingly, the human potential of the company – a certain set high quality and quantitative characteristics of certain employees of the company that have realized in the workplace and enhance its effectiveness. The result of this transformation is the human capital.

On the basis of our definition of human potential of the company, we can say that human potential can be compared to labor only partially, and they can not be identified for human is filled with a potential concept, which nonetheless covers employment potential. The same opinion and the authors of the

collective monograph writing [7, p. 620], «In a more extended sense to equate human potential labor». These authors define labor potential, as a complex the combination of physical properties, knowledge, experience, spiritual and moral values, cultural attitudes, customs and traditions of the country. However, we emphasize that this definition applies primarily macro level.

According to V.I. Shchelkunov, «labor capacity – the number, demographic composition, qualification and education levels of staff» [1, p. 403]. This definition also describes a set of qualitative and quantitative components.

By definition of E.V. Maslov, in general employment (personnel) potential describes certain features that can be mobilized to achieve specific goals. This labor potential employee – possible labor capacity, its resource opportunities in employment. Since the labor collective of the enterprise consists of workers employed in it, under the employment potential company refers to its collective labor capacity, resources of workable possibility of the enterprise, taking into account their age, physical abilities, and existing knowledge professional and qualification skills [9, p. 312]. This definition of employment potential of the company in its essence is like definition of human potential business.

It should be noted that we have identified the opportunity for comparisons of levels of the company employment and human potential, and synonymous of the concepts of «personnel» and «staff». In addition to the definition of «labor» above, it follows that labor is the source for staff business. That is why we consider appropriate to equate labor potential enterprise and human resources.

In particular, under the human resources means a series ability and capacity of staff to ensure efficient operation organization. The core of human capacity form comprehensive capacity employees that are required to choose to perform coordinate actions to provide benefits in the markets of goods, services and knowledge. The value of human capacity is variable and depends on many factors, including the movement (rotation) staff, including dismissal employees; changes in training as a result of increase and decrease (aging knowledge, skills loss); conflict situations in the team.

According to V.S. Vasil'chenko, human capital is formed or developed as a result of certain investments and lessons fund health of their knowledge, skills, abilities and motivations that purposefully used to obtain useful results and promotes the growth of labor productivity in the enterprise. That is, implemented active employment potential [6, p. 233]. However, since the concept of labor potential is narrower than a human potential, human potential includes labor. That is why human capital is realized, the active part of the human potential.

Using the human capital of the company has naturally accompanied by rising incomes and encourage its owners further investment in talent management. On the other hand, according R.V. Stasis as a result of increasing human capital reached integrated social effect, which will benefit not only the particular person, and the company in which it operates, and society as a whole.

When it comes to building management and business models that are fit for the 21st century, one of the fundamental challenges is developing organizations that are capable of discovering, nurturing, aggregating, and appropriately rewarding contributions from employees, customers, suppliers, and other stakeholders across boundaries.

That's a two-part problem: organizations that are built to thrive in the Innovation Economy must focus both on unleashing human capacity—designing environments and systems for work that inspire individuals to contribute their full imagination, initiative, and passion every day—and on aggregating human capability—leveraging new social, mobile, and digital technologies to activate, enlist, and organize talent across boundaries [3, p. 10].

Unfortunately, the ability to rapidly reconfigure and leverage internal and external resources isn't in the DNA of most companies. That's because the broad majority of organizations operate according to industrial-era practices and principles designed to maximize standardization, specialization, predictability, and top-down authority. Most organizations are prisoners of two persistent and pernicious models of organizing work and structuring business: the pyramid and the value chain.

The good news: the old paradigms are already crumbling. With the rise of new technologies (digital, mobile, social, and Big Data) and the principles they have unleashed (such as transparency, collaboration, meritocracy, openness, community and self-determination), top-down structures are giving way to more collaborative and social approaches, and the static value chain has exploded into a dynamic value network that knows no boundaries [2, p. 36].

Today, employees in every kind of organization are enlivened by unprecedented levels of openness, autonomy, participation, and flexibility. Global cement and construction material maker CEMEX built a global collaboration platform, shift, to involve some 40,000 employees, at every level around the world, in setting direction for the company [4, p. 380]. In just a few years, Shift has spawned hundreds of active communities of passion with real power to drive decisions and make an impact in the organization. At the same time, customers have become more active (and powerful) contributors, collaborators, critics and evangelists. In some cases, customers or «users» are the company. Think of Valve Software's

robust platform for user-driven development and community, Steam. The most vibrant companies are re-imagining their boundaries to connect with a web of partners and stakeholders and facilitate new forms of social production (LEGO is experimenting with a portfolio of approaches – from its global network of free agent designers to its user-driven innovation platform, CUUSOO) [6, p. 233].

Now, more than ever before, leaders must recognize the value of individual contribution. Individual ingenuity, initiative, and passion are the fuel of the Innovation Economy. Yet, these deeply human qualities cannot easily be corralled, commanded or «ordered up» from on high. They must be properly invited, nurtured, and inspired. This means that organizations must become increasingly inventive in devising new models of engagement that emphasize the power of the individual over command and control. And it means that the work of leadership must increasingly focus on energizing and enlarging the community rather than managing it from the top-down [10, p. 688].

These new approaches and technologies are available to just about anyone – from global companies to emerging startups to individual innovators to citizen groups to cross-sector initiatives. That's why we are launching the SAP Unlimited Human Potential Challenge – to unearth and celebrate the individuals and institutions who are working to create real value and to improve lives in a meaningful way.

We are seeking the most progressive practices and innovative ideas for unleashing and mobilizing human capability – wherever it exists. For example, how could an organization and its leaders [8, p. 468]:

- Invert the internal pyramid to create more autonomy, participation, and flexibility?
- Cultivate a dynamic value network by creating, energizing, and organizing a community of volunteers, customers, and/or independent agents?
- Give employees, external contributors, and other stakeholders a greater say in shaping the company's most important decisions?
- Inject the voice of the customer and other relevant stakeholders into every decision, and to make the insights and observations of every individual – from edge to edge-matter?
- Demolish the rigid silos that constrain contribution, and enable employees, partners, suppliers, customers, and other stakeholders to engage with the institution on their own terms?
- Redefine the work of leadership to focus on energizing and enlarging the community – to shift from «boss» to «social architect»?
- Re-think its sources of «talent» and devise clever architectures of participation to discover, unleash and reward hidden genius?

High potential employees are that illustrious group of individuals who are the rising stars in your organization.

Conclusion. Therefore, we conducted research the essence of human development showed that at the enterprise level is a certain set high qualitative and quantitative characteristics of certain employees companies that have realized in the workplace and enhance

its effectiveness. It is also advisable to equate human, human and labor potential, but do not fully identify them for human the potential of the concept filled with more as compared to the other two. The result of the human potential of the company is the human capital.

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СУТНІСТЬ ЛЮДСЬКОГО ПОТЕНЦІАЛУ ОРГАНІЗАЦІЇ

Анотація

В статті розглянуто сутність людського потенціалу підприємства, проведено порівняння трудового та кадрового потенціалів, а також визначено, що людський потенціал є більш наповненим поняттям порівняно з трудовим та кадровим потенціалами. Розглядається актуальність розвитку людського потенціалу, як елемента конкурентоспроможності організації.

Ключові слова: кадри, кадровий потенціал, людський капітал, людський потенціал, персонал, підприємство, робоча сила, трудові ресурси, трудовий потенціал.

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Аннотация

В статье рассмотрено сущность человеческого потенциала предприятия, проведено сравнение трудового и кадрового потенциалов, а также определено, что человеческий потенциал является более наполненным понятием по сравнению с трудовым и кадровым потенциалами. Рассматривается актуальность развития человеческого потенциала, как элемента конкурентоспособности организации.

Ключевые слова: человеческий капитал, человеческий потенциал, кадри, кадровый потенциал, персонал, предприятие, рабочая сила, трудовые ресурсы, трудовой потенциал.