

THEORETICAL FOUNDATIONS OF COMPANY'S MANAGEMENT OF PERSONNEL POTENTIAL

Nowadays the development of human resources determines the performance of the company and the possibility of social and economic growth of the national economy in general. Personnel potential management is an important strategic direction of each company and a means to achieve some advantages in competition. New approaches to the problems of personnel potential management show the need to study the whole system of management, which must meet the requirements and facilitate the implementation of general strategy of enterprise development and socio-economic recovery of the society.

Key words: personnel potential, system of management, strategy of enterprise development.

The relevance of the study. In the current economic conditions the development of human resources is a problem whose solution determines the performance of the company and the possibility of social and economic growth of the national economy as a whole. Understanding the managers of the basic principles of formation of human resources management, scientific and reasonable design its major subsystems will allow to solve the major economic, organizational, scientific and technical objectives of management, which determines the relevance of the study.

Formulation of the problem. Today it is important to consider aspects of human resources management in the system, which establishes certain organizational function departments, individual employees, and also regulates the flow of information in the control system. The main objective of the human resources management is the most effective use of skills of each employee in accordance with the objectives of the enterprise and the establishment of good relations between members of the personnel.

Analysis of recent research and publications. Some aspects of human resources management company covered in the writings of leading domestic and foreign scholars and scientists, among them deserve special attention of Dudar, Verkhoglyadova, Onishchenko, Savchenko and others.

For example Dudar considered components of the human resources management based trading firm with special attention to the analysis of the potential of the company and personnel policy in general. [3] Verkhoglyadova studied the human resources management system, methods of analysis, but does not take into account management subsystem quality of work life [1].

The purpose of the study is to justify the theoretical principles and shaping proposals for the construction of the human resources management company, considering the nature and importance of human resources management and the characteristics of each of its elements. **The object** is the process of managing human resources, and **the subject** - a system of performance management personnel.

The main material. The main areas of human resources management in the current economic conditions are:

1. Determination of basic requirements for personnel on the basis of the forecast and prospects of the organization.
2. Development of a comprehensive human resource management system in the organization.

3. Development of the concept of wages, material and moral incentives for employees based on defined strategy of the organization.
4. Choosing ways to attract , use and conservation staff and assist workers in case of dismissal.
5. The development of social relations within the organization.
6. Identifying ways to staff development , training, training.
7. Involving people in the organization to participate in management.
8. Corporate culture .

Human resources management system of the enterprise consists of a set of interrelated subsystems that are identified by functional organizational elements or attributes, each of which performs a specific task. It is advisable to consider the human resources management system proposed E.Onyschenko covering four subsystems.

Human resources management system of the enterprise consists of a set of interrelated subsystems that are identified by functional organizational elements or attributes, each of which performs a specific task. It is advisable to consider the human resources management system proposed Onyschenko covering four subsystems [4].

The first subsystem includes a series of works on the formation of human resources company and is made up of four areas : planning staffing needs , hiring employees , staffing management at the enterprise level and composition of remuneration and benefits offered . The second subsystem development management of human resources is an implementation of HR policy and business strategy for the development of staff , including staff members work with businesses and sales forecasts to ensure staffing needs in a strategic perspective. The third subsystem in personnel management - a management quality of working life , which means that as employees meet their personal needs in the course of employment . The fourth component in the management of quality of working life - is managing its use. The essence of work is to establish a certain order of construction and implementation of the labor process and revealed through the design conditions, rate setting, designing jobs.

As a result of all four components of the human resources management is changing employee performance, improving the team structure. However, the author not considered methodology to determine the level of human resources. In order to determine the effectiveness of the human resources management examine existing methods of analysis of his levels.

In the general theory of evaluation capacity of enterprises produce and relative value methods.

1. Valuation of human resources includes:

- *Cost approach - the value of human resources is a collection of actual costs of its creation (salary costs of working conditions, social security payments , price compensation) ;*
- *Income approach - the value of human resources is identified with the assessment of real property , which is an enterprise of employees (part of the profits generated by these workers) .*
- *A comparative approach - a comparison between employees, their productivity dynamics of personal professional growth*

Can be considered fairly common method of estimation coefficient employment potential of the company , which is essentially a " hybrid " costly and comparative approaches to evaluation.

2. The relative (qualitative) assessment of human resources includes.:

- HR audit carried out using sociometric surveys, complex psycho-diahostychnyh procedures, qualification testing;
- Expert method - formed by a group of experts who provide a comprehensive qualitative quantitative description of company personnel;
- Assessment Center method - is based on the observation specialists assessoriv the behavior of employees in real situations.

These subsystems human resources management will work effectively and interact only in the presence of highly qualified personnel . Human resources employees formed primarily in the specialized education of future employees for various economic activities , at universities. Experience in the development of the educational sector in recent years leads to the following conclusions. First, the lost links between businesses and universities , between direct educational services to customers with specialized education and providers of services . Second , the government lost control of specialized education sector , rely on market mechanisms that have worked against the national education system and the economy. Today, the overwhelming number of domestic enterprises face the problem of highly qualified quality personnel. This question should be addressed to begin from the beginning, ie from the stage Applicants choosing a future profession and the university, in which he can not obtain the necessary education and qualifications .

The problem of matching knowledge, abilities and skills that a specialist was in high school, the needs of society, has become particularly relevant in the absence of public distribution of graduates. Today employers, especially in the private sector will not be wasting time and money on training specialists directly at the workplace, as it took place in a planned economy/

Methods governance profile studies are not yet well developed in Ukraine for the new market conditions. Activity government has a direct impact on higher education. Experience crisis of 2008-2012 showed that market mechanisms are not so advanced that they could rely on "automatic" (Table .1).

TABLE 1

Analysis of staffing needs and the registered unemployed by economic activity

Enterprise demand for workers by sector in January-June 2013			Employment of registered unemployed by economic activity in January-June 2013	
	Thousands of people	%	Thousands of people	%
Total	78,7	100	270,4	100
industry	22,2	28,2	55,2	20,4
trade	9,9	12,6	33,9	12,5
transport	6,6	8,4	9,6	3,6

In the new environment universities must maintain constant contact with potential employers and to consider their requirements for professional skills and qualification of future professionals explore international teaching methods, using practical tools development theory, develop international relationships and provide

opportunities for internships abroad. It is necessary to establish a clear system of interconnection of enterprise and university - enterprise training pays for itself the right specialist to providing further training and placement directly on it.

Conclusions. With the transformation of economic relations there is a need for implementation of Ukrainian enterprises efficient human resources management , it is therefore appropriate to use the existing evaluation methods of human resources both at full potential and the level of the individual worker . In order to improve the level of human resources is proposed to implement measures on professional training for the company at the stage of his training. Further research potential of the company are directed at identifying ways of effective implementation and impact on the overall performance of the enterprise.

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