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## The quality of labor potential of the organization as a key condition for the implementation of system management

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**Abstract.** *The aim of the article* is to study the theoretical aspects of researching the quality of labor potential in the context of forming effective personnel management of organizations of different profiles and scales to achieve high end results and at the same time to increase the index of self-realization of employees. *The research methodology* is based on the use of general scientific methods of generalization, grouping (in the content analysis of the works of economists engaged in the study of the quality of labor potential), system analysis and synthesis (to highlight the main qualities of a successful manager, components of labor potential). evaluation model of the level of self-realization of the employee in the organization), graphic image (to visualize the results and analytical data). *Results.* The necessity of implementing the ideology of eco-human-centrism in the practice of public administration through the appropriate culture of systemic (target) management based on the final human-centric results, first of all, in the authorities at all levels is substantiated. The role of components of quality of labor potential of the organization in maintenance of high final results is defined. The model of estimation of the level (index) of self-realization of the employee in the organization is presented. The main approaches to defining the essence of the concept of "quality of labor potential" of the organization are highlighted and generalized. The components of the quality of the labor potential of the organization are determined. *Practical meaning.* The necessity of taking into account the labor potential of the organization and assessing its quality for the

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implementation of the concept of system management and development of the country as a whole is substantiated. *Prospects for further research* are to achieve synchronized interaction of a large number of organizations that make up society in different areas and institutions through the achievement of a certain "integrity", which in society is due to the overall strong end goal of government, which is fixed by clear end results. in the form of improving the quality of life of citizens and the external image of the state.

**Keywords:** *organization, quality of labor potential, the level of self-realization of the employee, system management, "related" work.*

### **Якість трудового потенціалу організації як ключова умова впровадження системного менеджменту**

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**Анотація.** *Метою статті є вивчення теоретичних аспектів дослідження якості трудового потенціалу в контексті формування ефективного управління персоналом організацій різного профілю та масштабу для досягнення високих кінцевих результатів та водночас підвищення індексу самооцінки реалізація працівників. Методологія дослідження базується на використанні загальнонаукових методів узагальнення, групування (у змістовому аналізі праць економістів, які займаються вивченням якості трудового потенціалу), системного аналізу та синтезу (для виділення основних якостей успішних менеджерів, складові трудового потенціалу). оціночна модель рівня самореалізації працівника в організації), графічне зображення (для візуалізації результатів та аналітичних даних). Результати.* Обґрунтовується необхідність впровадження ідеології екогуманцентризму у практику державного управління через відповідну культуру системного (цільового) управління на основі кінцевих результатів, орієнтованих на людину, перш за все, в органах влади на всіх рівнях. Визначено роль компонентів якості трудового потенціалу організації у підтримці високих кінцевих результатів. Представлена модель оцінки рівня (індексу) самореалізації працівника в організації. Висвітлено та узагальнено основні підходи до визначення сутності поняття «якість трудового потенціалу» організації. Визначаються складові якості трудового потенціалу організації. *Практичний зміст.* Обґрунтовано необхідність

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врахування трудового потенціалу організації та оцінки її якості для реалізації концепції системного управління та розвитку країни в цілому. *Перспективи подальших досліджень* полягають у досягненні синхронізованої взаємодії великої кількості організацій, які складають суспільство в різних сферах та інститутах, шляхом досягнення певної "цілісності", яка в суспільстві обумовлена загальною сильною кінцевою метою уряду, яка є виправлено чіткими кінцевими результатами. у вигляді покращення якості життя громадян та зовнішнього іміджу держави.

**Ключові слова:** організація, якість трудового потенціалу, рівень самореалізації працівника, системне управління, «супутна» робота.

## 1. Introduction.

Today it is a proven fact that human activity is the key engine of all socio-economic processes, which ensures the competitiveness of the economy by actively using the achievements of scientific and technological progress, which are also the product of human intellectual activity. Therefore, the quality of human potential can not but be the object of special attention of both scientists and practitioners-managers.

But it is known from the technical branches of the economy that high-quality raw materials do not mean that the final product will also be high-quality. At the same time, it will never be possible to make a high-quality end product from low-quality material. That is, there is an intermediate link between the quality of the material at the inlet and the quality of the final product at the outlet, which converts the quality of the material into the quality of the product. Such a link is human activity, which is enhanced by certain technological means.

It is in this aspect that the concept of the quality of labor potential (QLP) of the organization is ambiguous and complex, which cannot be considered from only one position. In the very concept of QLP in some way must take into account the ability of this "quality" to be transformed

in the process of activity into a quality end product. It is implied that JAT in itself is possible only when it can contribute to obtaining high final socially useful results. That is, without taking into account the dynamic nature of QLP, its consideration will be incomplete, limited, insufficiently scientifically substantiated.

## 2. Literature review.

As the analysis of researches and publications on this problem has shown, in a large number of scientific works concerning quality of labor potential of the organization the last is considered, usually, in two aspects. First, in terms of static quality, ie, education, age, gender, work experience in the specialty, etc. The second aspect is related to the context of increasing the QLP by recruiting qualified personnel by various modern methods and technologies, adapting it to perform specific functions in a particular labor society, as well as the development of those already working through training in various formats.

In foreign publications for many years in the development of management, the quality of labor potential is considered, as a rule, in a more dynamic aspect, confirming the work of A. Bogdanov (2003), J. Morrisay (1979), F. Taylor (2001), L. Hubbard (2001), S. Young (1972). This is done taking into

account the possibility of using this quality both to achieve the success of companies and to meet the needs of employees in the field of employment, which in turn increases the YAT. But domestic management still pays little attention to considering the quality of labor potential in this perspective.

Therefore, a more complete disclosure of the concept of "quality of labor potential" as a complex phenomenon in the context of forming effective personnel management of organizations of different profiles and scales to achieve high end results and at the same time to increase the index of self-realization of employees.

### **3. Methods.**

Theoretical aspects of the study of the quality of labor potential in the context of the implementation of the concept of system management.

### **4. Research objectives.**

The aim of the article is to study the theoretical aspects of researching the quality of labor potential in the context of forming effective personnel management of organizations of different profiles and scales to achieve high end results and at the same time to increase the index of self-realization of employees.

### **5. Results and discussions.**

The development of any society takes place in certain areas (political, economic, social, cultural), in which a large number of organizations operate. All organizations are united, first, by the activities of people (employees) in the middle of them. Secondly - socially useful end results (product). The types of these end results can be different (for example, in libraries and industrial enterprises, in commercial firms and government agencies, etc.). But among them stand out and always present social and

environmental results.

If environmental results are fixed by approaching certain standards, which are determined in advance, the social results are primarily determined in the process of employment of employees within the organization through the level (index) of meeting their needs for self-realization in the work process.

Since the quality of labor potential is realized through the activities of employees in the organization, which determines the achievement of socially useful end results, the index of self-realization of employees can not be a motivational component of this quality.

Consider this quality as a powerful foundation for effective management of the organization and its staff.

Usually the quality of labor potential of the organization is considered in terms of educational and professional qualifications of employees. The general criteria are the level of education received: complete higher, incomplete higher, secondary professional, secondary general, as well as the available ranks of workers. Characteristics of the quality of labor potential can be supplemented by demographic information, in particular, the age of employees, health status, general and professional experience, and so on. The scientific institution additionally takes into account the availability of scientific degrees and titles (candidates and doctors of sciences, associate professors and professors).

This approach to determining the quality of labor potential is essentially a statistical-personal, which does not reflect the real ability of employees to perform their work effectively, but is only a general characteristic.

Indeed, the employee may have higher education, but poorly developed

analytical and cognitive activity. This will cause his obligatory gradual lag behind the growing requirements for current knowledge and skills, and, as a consequence, insufficient efficiency of his work. For example, a person may have a doctorate, but not have such qualities of a real scientist as a developed imagination, intuition, analytical thinking. In this case, the return on the activities of such a scientist may even be negative, because he will inhibit innovative initiatives, not being able to understand them.

Therefore, the statistical-personal approach to defining the essence of the concept of "quality of labor potential" of the organization must be supplemented with information about the personal qualities of the employee, which are necessary for the effective performance of functions in office. We are talking about "related work", which is the essence of the social philosophy of our great compatriot Gregory Skovoroda (*Skovoroda, 1973*).

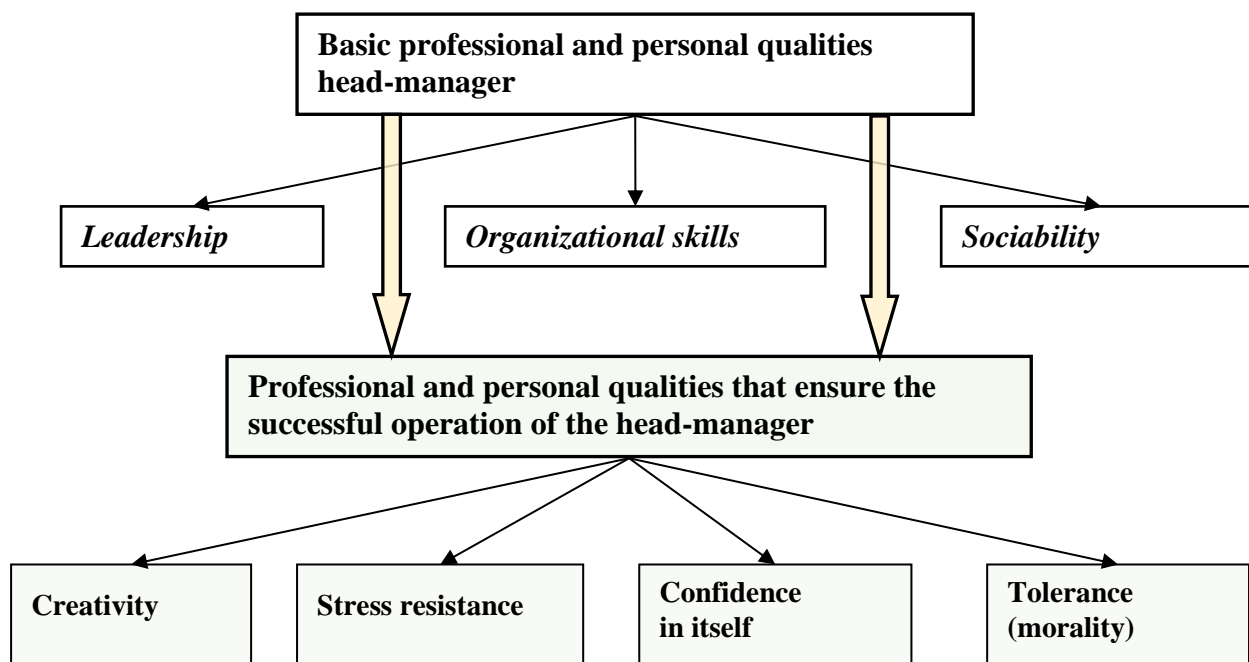
G. Skovoroda's social and pedagogical views are based on the doctrine of "kinship", "kinship work" as a natural tendency of man to a certain type of activity. According to the philosopher, if a person determines his "kinship" through self-knowledge and realizes this discovery in life, he will be happy.

Agreeing with this statement, it should be noted that, first, the human-

centered system of education, starting with preschool, can significantly help a person in this matter. Secondly, for complete happiness (as a high level of satisfaction of needs in various spheres of life on the basis of a balance between opportunities and desires) this is not enough. In addition to the fact that job functions must be adequate to the natural abilities of the employee, it is important that the latter is aware of this. Therefore, instilling the desire for self-knowledge of their own "I" should begin in school and continue in the process of mastering the next levels of education.

This aspect of the quality of the labor potential of the organization is especially important when it comes to managers as representatives of the internal management elite of this organization. The effective operation of the organization mainly depends on the quality of this elite, an essential component of which is the "affinity" of managers with managerial activities.

To date, science has identified seven most important qualities of a manager (out of more than 40), among which there are three basic qualities of a "helicopter". They are basic because in the case of their underdevelopment there can be no question of taking the position of head (*Golovaty, Dmitrenko, Solodkov, 2019*). Below in fig. 1 shows these qualities.



**Fig. 1. List of basic qualities that are inherent in a successful manager**  
(formed by the author on the basis of Drucker Peter, 2001)

According to the methodology that uses factor-criterion qualimetry (Anufrieva, Burlaenko, 2016), employees themselves determine the criteria for the manifestation of certain statements in their activities. There are five such statements for each quality of manager, although there may be many more. In the case of a simplified assessment methodology, these five statements are sufficient for an approximate self-assessment.

After calculating the average scores for each quality that should be inherent in the head-manager, a person can already be more oriented in his ability to be a successful leader over a long period.

Successful leadership should be called when the goals of the organization are achieved, primarily through the optimal use of labor potential, taking into account the high level of self-realization of employees in the field of work. Short-term success in achieving the goals of the organization can sometimes be achieved

by suppressing employees on the basis of fear, which is characteristic of the extractive (regressive) directive-administrative management system. This system has another name - the culture of administrative pressure of the traffic police. But this is not typical of democracies and has no prospects in terms of effective governance.

There is no doubt that the quality of labor potential is significantly improved if each employee (in particular, the manager) will occupy his "kindred place" in the body of the organization. That is, the statistical-personal approach to determining the quality of labor potential of the organization should be strengthened by the presence of the employee's professional and personal qualities, adequate to the position and functions performed. But that's not all.

In general, the quality of any phenomenon of a material or spiritual nature is assessed by consumers or compliance with certain norms and

standards (typical of technical systems). The direct consumers of the quality of labor potential are the employer (head of a state institution) and the employees themselves. Indirect consumers of this quality are those who use the product (end result) of the activities of the personnel of a particular organization or receive a certain service, ie external consumers.

The question is, which employee does the employer need? The answer is already known - competitive and competitive.

A competitive employee is a professionally trained person who has a sufficient stock of knowledge and skills to quickly perform certain job responsibilities today and tomorrow. This concept also contains such personal qualities as responsibility for their actions and the ability to get along with other people ("the ability to live together in a multicultural society"). These are the basic requirements for a competitive employee on the part of the consumer - the employer. But knowledge and skills become obsolete over time, and therefore competitiveness declines.

A competitive employee is a professionally and socially trained person who is able to be constantly competitive during working life. This is possible when a person has a highly developed analytical-cognitive activity (APA), which forms an internal need to learn both the fundamental cores of knowledge and constantly update current knowledge and skills. In addition, APA orients a person to self-knowledge of their own "I". This will help her to be socially prepared to live "together" in different societies. It is not difficult for such a person to acquire professional relevant knowledge and skills in order to always be competitive.

Competitive and competitive

employees are, in essence, the end "product" of the staff of vocational schools. But the system of vocational education today, unfortunately, only declares this without a clear vision of how to obtain these crucial end results.

In addition to employers (managers), the direct consumers of the quality of labor potential are the employees themselves. They consider this quality in terms of the possibility of self-realization in the field of work through the satisfaction of needs: decent pay; in recognition and respect; comfortable relationships with colleagues; clear and reasonable organization of work; her motivation; opportunities in professional development and career growth.

In this regard, there is a need to assess the level of self-realization of employees in the organization through the degree of satisfaction of certain needs, which will characterize the quality of labor potential of a particular organization from the standpoint of consumer approach. The application of the achievements of factor-criterion quality allows to obtain such an estimate in quantitative terms in the form of a certain index (*Anufrieva, Burlaenko, 2016*).

Below in the table. 1 presents the following evaluation model based on self-assessment by employees of the degree of satisfaction of their needs by the criteria: fully satisfied - 1.0; more satisfied than not - 0.75; something average - 0.5; rather dissatisfied than so - 0.25; completely dissatisfied - 0.0.

To objectify the judgments of employees when choosing criteria, they first formulate the reasons for dissatisfaction with each factor. This has two meanings: first, it reduces the emotional background when choosing

criteria (depending on the person's mood); improve the situation.  
secondly, it is the basis for proposals to

**Table 1. Evaluation model of the level (index) of self-realization of the employee in the organization (example of self-assessment of the employee "N")**

№ s / n	Factors satisfaction needs	Criteria for meeting needs and their significance					Evaluation by factors	Reasons for unmet needs
		Completely satisfied (1.0)	Rather satisfied, than not (0.75)	Something average	Rather dissatisfied,	Completely dissatisfied (0.0)		
1.	Remuneration for work				X		0.25	
2.	Adequacy of the position		X				0.75	
3.	Microclimate in the team	X					1.00	
4.	Working conditions by factors of hygiene		X				0.75	
5.	Working conditions by organizational factors				X		0.25	
6.	Work motivation				X		0.25	
7.	Opportunity for development and career growth					X	0.0	
<b>Example of assessing the level of self-realization of the employee "N"</b> $O_{\text{с.м.}} = \sum_1^7 \div 7 = 3,25 \div 7 = 0,46$								<b>0.46</b>

(generated by the author)

Thus, the level (index) of self-realization of the employee "N" can be quantified by a certain indicator. In our case (see table. 1) it is equal to 0.46. If we consider all employees of a particular unit or organization as a whole, then the index of self-realization (arithmetic mean) will characterize the quality of labor potential of the unit or organization "through the eyes" of its employees as consumers of this quality.

The quality of the labor potential of the organization is not just a set of qualities of individual employees. The organization may consist of high-quality professionally trained and trained

employees who are in a "related" place, but they can not work effectively (in terms of obtaining the final results). In other words, the personal quality of productive power in terms of statistical-personal and consumer approaches may not bring the desired benefits for society and the employer, and for the employee. Why can this happen?

This may be when the activities of employees are insufficiently organized in terms of combining the efforts of individual performers in a single direction and promoting the self-realization of each individual (including through appropriate motivation) in the context of achieving

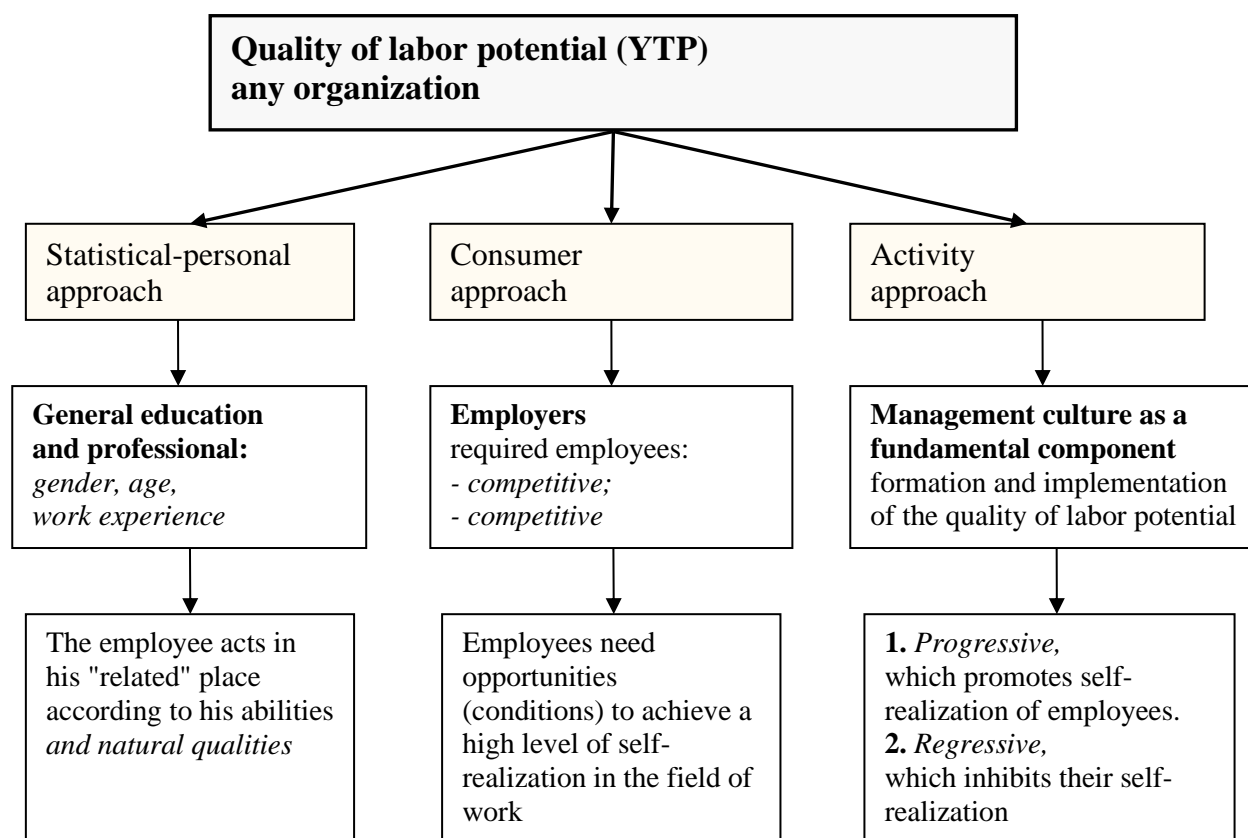


ultimate goals. This is done through a certain organizational mechanism, which forms a progressive or regressive management culture, respectively. It is this culture that determines the realization or non-realization of the personal quality of labor potential. In this case, we are talking about an activity approach to considering the quality of labor potential of the organization.

Personal quality of labor potential in the conditions of progressive culture of system management (KSU) by the personnel grows even more. The regressive management culture of KSU,

on the contrary, will not allow employees to show all their abilities, knowledge and skills to achieve the end results. Therefore, the labor potential of the organization is significantly reduced. Based on this, the quality of labor potential should be considered in an organic relationship with the existing management culture in the organization.

Schematically, the components of the quality of labor potential of any organization in the study of this phenomenon from different positions and approaches are presented in Fig. 2.



**Fig. 2. Components of the quality of labor potential of the organization** (formed by the author)

The decisive role of the components of the quality of labor potential in ensuring high end results requires their constant improvement. One of the means of this is the recruitment of personnel, which is carried out in government

agencies on a competitive basis.

The initial stage of recruitment is its search, which is carried out by four methods. All of them are known and used in almost all countries (Allin, 2011).

Firstly, is a recruitment, ie search

and selection of middle and lower level staff. As a rule, recruitment is conducted among job seekers after dismissal.

*Second*, is an exclusive purposeful search (Exclusive search) of senior management or a specialist who can significantly influence the implementation of the organization's strategy.

*Third*, head hunting is also a direct search, but with elements of aggression, because there is a "hunt" for specific professionals and their lure into the organization.

*Fourth*, this is a preliminary - involvement in work through internships and internships of young and promising professionals (students and graduates of HEIs), who have high hopes for the future.

It is impossible to say which of the above methods is the most modern and the best. Each of them should be applied depending on the specific situation in the organization and the state of the labor market.

When selecting staff to improve the quality of labor potential, a number of methods are used to assess it. The main ones are (*Brown Frederick, 2015*):

- *resume analysis*: gives the first information about the candidate and his opportunity to fill a vacancy for the benefit of the organization;

- *interview*, which has several varieties (telephone, structured, free unstructured, situational).

- *interview*: it is the most productive, because if it is reasonably organized, it provides a lot of information about the candidate.

In general, the interview is a central, key stage of the recruitment system and is the most common method. But in order to get the maximum amount of information as a result of the interview, you need to

seriously prepare for it, setting yourself the task not only to fill the vacancy, but also to improve the quality of work potential. To do this, you need to group the topics for the interview on a quadrant of the main areas.

The first of them is related to the definition of professional competence of the employee in the relevant knowledge and skills related to the vacant position, which are essential for successful activity.

The second direction is to determine the degree of compliance of professional and personal qualities of the applicant to the functions and responsibilities of the vacant position. That is, we are talking about "related" work, which is a significant motivation for active work (along with remuneration for work results).

The third direction involves the definition of values and those traits of the applicant that are important for the formation of friendly relations with future colleagues.

The fourth direction is related to the definition of such a quality as "responsibility".

With regard to the interview process itself, it should be emphasized that it should be conducted exclusively in partnership, without allowing for similarity to the interrogation. It is necessary to help the applicant to properly understand the issue, including through its reformulation if necessary. The wording of the questions should be tactful and provide a clear interpretation.

The interview can be conducted in different formats depending on the specific circumstances. For example, given the large number of applicants for one vacancy, it is advisable to conduct a structured interview that has an approved list of questions. This allows you to

compare the answers of different candidates and select the best of them. If a vacancy requires a creative worker, standard questions will not help identify these qualities. Then it is advisable to conduct an unstructured interview (actually an interview).

In order to obtain important data in the selection of personnel for management positions of managers with a high level of responsibility, a situational interview is conducted. In essence, it is a special psychological test, which is adjusted to the requirements of the duties of the future specialist. Each question is offered several answers, which are close to the correct ones.

Many companies use a group interview method, the so-called "expert group interview". This method is most suitable when the vacancy requires specific knowledge that an HR employee can not assess. Then the relevant specialists and the head of the department where there is this vacancy are invited. Expert group interviews have several advantages. First, such an interview creates the most tense situation for the applicant, which allows you to assess his ability to withstand the pressure. Second, a group interview allows you to assess not only professional knowledge and the possibility of resilience, but also certain personal qualities to reduce the likelihood that a new employee will not find common ground with their future colleagues.

In general, there are other methods of personnel selection, in particular, Assessment Centers, testing, professional questionnaires, testing of skills. But all of them are somehow focused on answering a number of questions: does the candidate have: the necessary professional knowledge and skills; relevant

professional and personal qualities; tolerance towards other people; responsibility as the inner core of behavior. If the answers to the questions are positive, it means that the organization can improve the quality of its work potential. There is only one thing left - to use this quality for the benefit of both the organization (employer) and the most accepted employee through the appropriate management system.

## 6. Conclusions.

The primacy of human activity in all processes taking place in the world (except for natural disasters) is not yet perceived by Ukrainian society and the ruling elite in particular, as a postulate that does not require proof, but requires careful treatment of man. A person carries out certain activities in any organization, including the authorities. Namely, the whole society, the functioning of which is regulated by the state, consists of many different organizations (including families).

A large number of these organizations of different profiles and scales of activity exist in a certain interaction with each other. This interaction will be effective if each of the organizations carries out its activities in the direction of achieving a specific definition of goals that are intermediate for the overall unifying goal of the functioning of society in the interests of each individual. There is one feature: the achievement of goals must be fixed by clear results. If this is not the case, then there is no point in talking about effective management of the organization, because it is not supported by these results. And therefore it is carried out "manually", unsystematically, that is practically irresponsibly. As a result, the managerial elite is formed not by adequate qualities

and merits, which determines its pseudo-elite.

In connection with the primacy of human activity carried out in various organizations (as social systems), to begin to form an effective public administration mechanism is necessary to improve the management of labor potential of each organization, including the authorities themselves. The quality of this potential is ensured by both external and internal factors in relation to the organization. For example, the former includes the national education system, the internal - and the management culture that prevails in the organization. The latter can either reduce this quality, if it is a regressive culture of administrative pressure, or increase it in the conditions of a progressive culture of system (target) management.

It is the culture of systematic management of the final results with its synergetic component allows to optimally form (through the activities of educational institutions) and realize the labor potential of the organization, including the authorities, both in the interests of employees in terms of their self-realization and in society organization of socially useful goals. Today, unfortunately, these goals in public bodies, in particular the authorities, are only declared, but not fixed by obtaining clearly defined final results. Therefore, effective systemic public administration still needs to be established to finally stop the decline of Ukraine and ensure its development in a civilized way (Golovaty M.F., Dmitrenko G.A., Solodkov V.T., 2019).

But in order to build such an

adjustment on a systemic basis, it is first necessary to consider "under a microscope" the internal peculiarity of our nation, from which the national governing elite is formed. The latter, unfortunately, does not contribute, but on the contrary strongly inhibits the civilizational path of our development based on people, with the help of people and for people.

From the standpoint of a systems approach, it is the culture of systems management that becomes its technological implementer, when the actions of all parts and elements are subordinated to the achievement of the end goal through intermediate results. In this case, the feedback on the results of the actions of individual parts and elements becomes a regulator of deviation from the end goal, which determines the coherence of these actions in one direction.

Within organizations, the coordinated functioning of various parts (units) and individual elements (employees) is carried out within a certain "integrity", which is due to the urgent need to achieve system-forming ultimate goals through the relevant activities of employees.

And in order to achieve synchronized interaction of a large number of organizations that make up society in different areas and institutions, it is necessary to subordinate their activities to a certain "integrity". In society, this "integrity" is due to the overall powerful end-to-end goal of the authorities, which is fixed by obtaining clear end results in the form of improving the quality of life of citizens and the external image of the state.

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