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## **COMPETITIVE DIMENSIONS OF HUMAN RESOURCES**

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*This article deals with the essence of human resources competitive dimensions. Their competitive priorities are analyzed in dynamic business environment, with an emphasis on the quality of human resources, their adaptive skills, communication skills and mobility. The attention is paid to the role behavior of personnel and the policies for its management in the context of cutting down management costs.*

**Keywords:** *competitive dimensions of human resources, competitive priorities, adaptability, communication skills, role behavior.*

**Introduction.** Competitive dimensions of human resources are a set of criteria, which meet the requirements of their quality at a particular business environment. It is a part of Competitive dimensions of organization, because staff in this organization, as individuals or in groups, are carriers of characteristics that determine their competitive dimension.

Human resources are the main source of competitive advantage of organizations and society. Their quality determines the possibility of the organization to have a competitive market behavior. On the one hand, quality of

human resources is a holistic system of indicators, such as qualification, knowledge, experience, innovative attitude, and culture of behavior, skills, adaptability, communication and others. They lead to improved labor productivity. Labor productivity is generalizing and decisive index for the organization competitiveness. Whoever has the highest performance, with other conditions being equal, owns the market. Manufacturers conduct the battle for maintaining competitiveness and increasing the competitive advantages [1, p. 208].

Competitive dimensions of human resources stimulate the competitiveness of the organization and ensure its competitive advantage through specific competitive priorities. Competitive dimensions, competitive advantage, competitive priorities of human resources form an understanding of their competitiveness and the organization competitiveness. We highlight such indicators of human resources competitiveness as qualification level, efficiency of work, pioneer work, responsibility, work experience, creativity, ability to make decisions.

**Analysis of recent research and publications.** In the 90s of the last century and at the beginning of this century significant research capacity is directed to the problems of competitiveness. Competitiveness is source of wealth and prosperity. Its dimension and comparison is difficult and complex process with multiple dimensions. On the one hand, this issue is directed to the financial and material resources and the organization of society, and on the other hand to the human resources that they manage and consume. Therefore, our attention is directed to the staff in management and production that create wealth and that should have appropriate quality to maintain effective work behavior, leading to an increase in the competitiveness of the entire organization. Competitive dimensions have relatively constant characteristics of human resources. They cover competitive dimensions of human resources strategy as a part of general strategy of the organization. Michael Porter [2] conducts deep research in national competitive advantage of 10 leading states, analyzing the behavior of human resources, and defines their role in the competitiveness of the whole nation. His book «Competitive Advantage of Nations» became a bestseller management literature in a short time.

The main factor in the formation and development of the modern economy is human capital. A large number of russian and foreign scholars, including Becker, E. Brooking, J. Galbraith, S. Smith, R. Solow, etc. are devoted to defining the essence of human capital. The works of Iliev J. [1], Aghazadeh Seyed-Mahmoud [3], Caravan N. Thomas [4], Santos Fernando C.A [6] are devoted to Management of human resources.

**Previously unsettled problem constituent.** Despite the huge number of works, devoted to the competition, the issue of accounting competitive dimension of personnel remains unresolved.

**Main purpose of the article** is to identify the main trends in the competitive

dimensions of human resources and to suggest the ways to enhance the competitiveness.

**Results and discussions.** We define the competitive advantage as the position reached by a particular organization and that its customers perceive only when it is compared to its competitors. It is usually associated with lower costs of production of goods and services of a certain quality, which are reflected in prices.

Similar arguments are also given about human resources, costs, incurred for holistic quality improvement that directly or indirectly commensurate with an increase in quality and productivity in the organization. For example, a competitive dimension of the quality of human resources of the organization associate with the four basic parameters:

- analysis and monitoring of staff;
- staff development;
- improving knowledge and skills to perform certain functions;
- quality of produced goods and services, which is reflected in the use of knowledge.

These four parameters are mutually dependent and each of them varies as a result of change in the remaining three.

Competitive dimensions of human resources are the product and the result of human resource management strategy of the organization. Their strategic objectives can be formulated in three directions [6, p. 612]:

1. Creating a network of teams, through which the integration of knowledge, skills and technologies in core competencies related to the competitive advantages of the overall organizational strategy. Team building can be done on the basis of its strategic goals, the functional or core competencies, as well as according to the working processes in organization. Selection method for configuring commands obeys, on the one hand, to needs expertise replicating human resources, and on the other hand, to needs and changing market trends.

Issues of group work were discussed in theoretical terms in detail by many authors, but studies in recent years in the Bulgarian industrial firms [1, p. 267] make it possible to evaluate practically achieved level of command organization and define a number of conditions and the characteristics of effective teamwork. Organization of team work itself is precondition for a more rational use of human resources in the organization to enhance its competitiveness. For this purpose we suggest to create and compliance with certain conditions:

- an organizational socialization, including autonomous teams within the organization, initiation of individuals to the norms and rules of behavior in the team, clear and precise delineation of the responsibilities of each team member, creating a sense of full and clear responsibility for the execution of common tasks and others;
- effective interpersonal relationships in the team, including the cohesion of the

team members, communication, mutual assistance and support in the performance of tasks, motivation for self-organization and control, prevent and overcome conflicts and co-operation of communicating on the implementation of the tasks assigned to the team, rational relationship between the leader of the team and its members, others;

- coordinated inter-team relations, including affecting the interaction and relationships between members of different teams that carry out the work on related (or common) processes in the organization, and in some cases – and beyond the organization;

- entering the command in the organizational structure appropriate way – only for the performance of a specific task or as permanent in time. In the first case, the team is temporarily designed formation that is created only on the performance of a specific task, then it should be disbanded. In the second case, the team is a permanent link that performs the tasks of a permanent nature, with the ability to update members.

Compliance with these conditions is a guarantee of the formation of a successful and competitive team. The characteristic features are following [1, p. 274]:

- offers a more resourceful solutions provocative tasks than individuals;
- uses a completely individual abilities of all its members, and it agrees and coordinates their activities;
- generates new ideas for improvement and positive change through collective creative thinking;
- fulfills its mission and objectives clearly, decisively and effectively;
- takes possession conflicts and directs them in a productive direction;
- evokes a feeling of satisfaction and pride of working together;
- detects leadership skills in its members.

Maintaining these characteristics due to the constant training of team members for the acquisition of skills for team collaboration, including tolerance, loyalty, the ability to communicate with employees who defend their own positions, warnings of conflict and stress, and others. In addition to these characteristics, crucial for designing a successful and competitive team has its head with its own style and methods of management, with their experience and professional qualifications.

2. Updating the professional competencies of staff that organizational learning is achieved in order to create organizational abilities and skills to meet the challenges of the competitive environment. The most important element of individual and collective learning needs encouragement to activate the motivation of students to generate innovative solutions and accumulate new knowledge assets. Moreover, organizational learning is associated with the formation and development of strong systematic thinking skills in a competitive environment, an increase in the ability and motivation to make decisions in a conflict and risk environment, the development of professional relationships based on mutual trust, training of experts,

exchange and development of specific and active experience within the business processes, and others.

In multinational organizations organizational learning plays an important role in the development of positive international human resource management practices. Transfer practices in human resources management across national borders has become a key strategy of multinational companies looking to gain a competitive advantage in global markets [5, p. 8]. In the last years of the last century and at the beginning of this century, strongly developed the practice of “services across borders”, where multinational organization decides to invest in integrated business. The key role in implementation of integrated business management plays groups of people across national borders. The main benefit of the human resource management can be expressed in the consolidation and transfer of knowledge, experience and a high professional competence, given the competitive advantage in global markets.

3. Formation and management of organizational culture means the creation of new and improvement of existing values, as well as monitoring, to guide and coordinate the tasks of different experts and their teams, instead of administrative standardization work. Third direction is connected with adapting theories, concepts and models to the organizational reality, comprehension and perception of key values associated with a competitive advantage, adapting the existing organizational culture to organizational reality, mutual adapting between team members, as a form of self-coordination, which based on the values and goals that must be achieved, including observation and analysis of organizational climate.

Achieving these goals is associated with a permanent prioritization of effective management of human resources with a view to preserving and enhancing their competitiveness according to the needs of markets and the behavior of competitors, including and transnational markets.

The competitive advantage of human resources is explored in close connection with the production strategy of the organization, competitive priorities and human resources are closely related, and even synchronize with them. Organizations typically use two basic strategies with a wide or narrow range in order to develop and achieve competitive advantage within its competitive environment [6, p. 614]:

1. Cost reduction, and the organization's goal is to find its place in the market by the lowest costs in its competitive environment. It could mean the supply of goods and / or services at the lowest prices in the relevant market (cost reduction applies to both production and administrative, as well as to the cost of qualified and specialized staff); cost reduction and their comparison with the cost of competitors other than national, it is necessary to do as much as possible and at the transnational level, because the competitiveness of human resources in the world is estimated the global market.

2. Differentiation and segmentation, whose purpose is to offer a variety of goods

and services in the organization of occupied market niche. Competitive advantage is investigated and analyzed primarily in the niche market, and then for the general organization, in connection with all the occupied market niches.

We have found that costs is the most important competitive priority of this production strategy, which is directly connected with the management of human resources and their competitiveness. Thus, we claim that human resource management practices associated with the strategy to reduce costs typically include:

- clear and accurate description of the position, which does not allow ambiguity and waste of human potential;
- definition of opportunity to career growth and promotion of professional specialization;
- design of work evaluation system, including and current control of implementation of labor tasks;
- providing effective system to maintain and continually update knowledge related to quality performance of work tasks.

The cost reduction strategy aims to personnel role behavior and general policy of human resource management in the organization. This role is perceived as a combination of different kinds of labor activity and tasks, that run at a certain hierarchical level in the organization from the perspective of a particular workplace. It characterizes clearly predictable behavior of staff. To fulfill each role it is necessary to ensure the autonomy of the individual activities within the general rules of functioning of the organization, conditions and equipment, the possibility of acquiring additional knowledge, advice and all, what determines the timely and proper performance of the role.

The important element of each role is innovative individual motivation, which it performs, and the ability to group thinking and group support innovation. Conditions for the development and growth in the career staff, motivation to coordination and harmonization of artist similar roles, report quality performance, the possibility to wider range of skills are also important.

Effective roles enforcement largely depends also on the preliminary qualification of human resources. This problem is greatly facilitated when there is a large free cash flow potential of the labor exchange, as there is the opportunity to choose. But then there is a question that you should have effective methods by which to hold the choice to have a guarantee that you have selected the most suitable among the candidates, which will provide high-quality execution of labor problems, and will contribute to improving the competitiveness of the organization.

Stimulating factors are the possibility of training and qualifications, the opportunity for growth and development, social acquisition, health insurance and medical care at the expense of the organization, insurance at work and others.

The reliability of the workplace is a very important element of internal mental

motivating staff of the organization to serve faithfully and honestly. In recent years, the business environment and the organization constantly get in critical situations and have to necessarily spend reduction. Then the responsibility of managers is expressed in the evaluation of behavior and contribution of individual staff members and then just need to decide who should be cut. It is necessary to evaluate the contribution everyone [3, p. 204-205]. Comprehensive analysis of labor behavior enables to define employees who takes the wrong position, but have the potential to work at another workplace, or that the potential and the ability of certain employees do not meet the new demands increased, whereby they must be substituted with other.

The correct approach guidance during reductions, and especially when publicizing about market developments and state organizations strengthen the faith of the staff, create a sense of loyalty, trust and reliability. All of this contributes to their motivation effective work behavior, which increases the competitiveness of human resources.

The last years of tumultuous changes in the global and national economies necessitated changes in the role of human resources to support the competitiveness and sustainability of the organization. This need has resulted in new requirements: flexibility, innovation motivation, consistency and focus in thinking with aggressive and confrontational situations, constant updating of knowledge and skills, etc. In order to achieve organizational excellence, we can specify minimum of four ways [3, p. 206]:

- personnel must cooperate with higher managerial staff for the planning of the organization based on the real needs of the market – "transfer process from the conference hall to the market";
- expert organization and work in such a way that part of the cost was reduced without violating the quality, what is more – it should improve;
- protect staff members who work on increasing the contribution to the organization and encourage their loyalty;
- staff of this organization must be carriers of constant transformation in its labor behavior from the present to the future desired state of their personal qualifications and skills, according to the changing needs of the market;

There are other ways to achieve organizational excellence of human resources and improve their competitiveness in administrative practice. However, the real state of provocation and existing business environment in which the organization operates and develops should take into account. The level of globalization and new technologies on organizational life, to achieve profitability through growth and development, intellectual capacity and motivation of staff to a permanent change are particularly important.

**Conclusions.** General changes in the world economy and the rapid penetration into national economy caused radical changes in the market, both in structure and in

their location. This is reflected on the structure of national economies, on the structure of human resources and on the structure of financial and material resources.

The fight for the preservation, expansion and penetration of new markets has become a fight for high productivity and high quality of products and services. Market success determines the competitiveness of the organization, which includes competitive dimensions of human resources in the organization. The system that really should consider organizational culture, the conditions and trends in the development and changes in the market depends on skills and experience of managers. In this system, a central place must be given to the changing role of the staff and its leaders, which are designed to timely find out competitive dimensions, competitive advantage and competitive priorities of human resources in the organization.

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***Ключові слова:** конкурентні виміри людських ресурсів, конкурентні пріоритети, конкурентна перевага, адаптивність і комунікативність, рольова поведінка.*

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