

WORK FORCE COMPETENCIES AS THE FIRM'S SUSTAINABLE DEVELOPMENT FACTOR

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Firm's sustainable development is the process of continuous changes where use of resources, sci-tech development, implementation of innovations, and improvement of personnel's work are coordinated with each other and aim at raising the firm's current and future potential, its need satisfaction, and reaching strategic goals.

New economic and environmental conditions stipulated, as being the prior ones, the tasks of the firm's sustainable development and the firm's capability to withstand unfavourable situations which dictates the necessity of ensuring reliability of each separate firm. Practice shows that existing today problems cannot be solved without creating a mechanism which would ensure the firm's sustainable development.

Firm management mechanism can be implemented only within a management system framework, which ensures solving the firm's problems that arise. Management in the sphere of sustainable development implies capability to discover various factors influencing the level of the firm's stability while using their influence as required for the firm.

Stability of the firm is such a condition of material, physical, and cost structure of production and sales of the products, which ensures sustainable high result of the firm's activity.

Stability of the environment is assessed, first of all, in the context of its stability and known impact of the factors that define its basic characteristics of condition. External stability of the firm is determined most of all by stability of economic environment within which the firm's activity is conducted. It is achieved by corresponding mechanisms for managing the economy on national scale/ Internal stability of the environment is stability of internal environment of the firm.

Sustainable development of the firm is such a production and sales dynamics, which not only maintains sustainable high result of the firm's activity, but keeps this result growing.

The firm's sustainable development can be viewed as a sort of compensatory mechanism allowing the firm not just to adapt itself to destabilizing influence of internal and external environment, but to grow continuously. The higher the sustainability of the firm's development, the lower the risk of possible deviation from expected result, and vice versa.

Analysis of possibility of the firm's sustainable development in modern conditions calls for structuring of arising problems. From our point of view, financial and administrative types of sustainability have a significant impact on the firm's sustainable development.

The problem of defining a limit for each sustainability type plays a special role in complex problem of the firm's sustainable development assessment.

Sustainability of the firm's financial activity is the most important characteristic of its performance, describes the result of its current, investment, and financial development, reflects the firm's capability to serve its debts and liabilities. Financial sustainability means such a condition of the firm's financial resources which allows the firm to achieve the established goals by free monetary manoeuvring.

Administrative system is dynamic, has capability to develop, can make transition from one quality condition to another remaining to be a system. In the process of development, the elements of administrative system gradually lose capability to perform the functions assigned to them which leads to disruption of the system's structure. As a result, the task of keeping structural identity of the firm management system, i.e. maintaining the conformity between the components it contains and purposes of activity, arises. The system's structural conformity is not set automatically but is achieved through organisation.

The structure of the functioning firm management system continuously resists changes of the system's elements. Therefore the firm management system's development can lag behind the requirements of the environment. System's capability to maintain the balance between the system elements' changes and the management structure is exactly what determines the administrative sustainability of the firm.

Efficient management of the firm's development can be achieved on one hand by highly professional work of the firm's managers, and, on the other hand, by adequate stimulation of its personnel.

Today, many industrial firms in Russia, as a result of economic crisis, have already completed or still continue to undergo changes of property form, number, and composition of the structural divisions, i.e. so called restructuring takes place. All this, as a rule, leads to changed economic strategy and social policy. At the same time, higher work efficiency and quality on the scale of the whole firm often depends not so much on industrial equipment as on the human factor.

Success of any reform at the firm, including the personnel management sphere, depends on the level of preparedness and involvement of all members of collective into the process of transformation. An employee must be considered not only as a worker, but also as a personality. His/her personal interests must always be interleaved with the firm's goals. To this end the management must possess information on the motives that drive any worker in the work activity, and routinely assess the results of any such activity.

Each firm must look for its own way to manage the personnel. Particular approach depends on the situation, but general corporate policy must imply interaction of innovative, financial, and technological strategies in parallel with the strategy of improving personnel management and development.

Solving of mentioned above problems calls requires detailed analysis of existing in the firm techniques and methods for personnel management, selection

of optimal administrative solutions, and professionalism of the management team who must be an initiator and conductor of the sustainable development concept.

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