

LABOR POTENTIAL AS AN IMPORTANT FACTOR IN IMPROVING THE EFFICIENCY OF ENTERPRISES IN THE HOSPITALITY INDUSTRY

ТРУДОВИЙ ПОТЕНЦІАЛ ЯК ВАЖЛИВИЙ ЧИННИК ПІДВИЩЕННЯ ЕФЕКТИВНОСТІ ПІДПРИЄМСТВ ІНДУСТРІЇ ГОСТИННОСТІ

The article presents the results of the labor potential study as the most important factor affecting the efficiency of enterprises in the hospitality industry. To this end, tasks aimed at clarifying the main directions of the company's policy in the hospitality industry in the field of labor potential development were solved; the dependencies between the elements interrelationships complex the labor potential management system are described; the methods of functional-value analysis and analytical hierarchy are applied to take into account the peculiarities of the labor potential; the task of developing the labor potential of decision-making on increasing the efficiency of employee interaction is considered; determination of competence taking into account the components content of hospitality industry enterprises employees.

Key words: labor potential, hospitality industry, enterprise efficiency, methods of labor potential analysis, labor potential management.

В статті представлено результати дослідження трудового потенціалу як найважливішого фактору, що впливає на ефективність підприємств індустрії гостинності. З цієї метою було вирішено завдання, спрямовані на з'ясування основних напрямів політики підприємства в індустрії гостинності у сфері розвитку трудового потенціалу; описано залежності між комплексом взаємозв'язків елементів системи керування трудовим потенціалом; застосовано методи функціонально-вартісного аналізу та аналітичної ієрархії для врахування особливостей трудового потенціалу; розглянуто завдання розвитку трудового потенціалу прийняття рішень щодо підвищення ефективності взаємодії працівників; визначення компетенції з урахуванням змісту компонентів працівників підприємств промисловості гостинності. Під час дослідження дійшли висновку, що розглянутий інструментарій постає як елемент організаційно-економічного механізму взаємодії працівників підприємства в індустрії гостинності з урахуванням розвитку трудового потенціалу. Його використання відображає зміст методів, підходів та алгоритмів, що визначають розвиток трудового потенціалу та можливість реалізації місії підприємства індустрії гостинності. У такій якості він є основою для прийняття рішень на початковому етапі досліджень щодо формування політики підприємства у вирішенні проблеми розвитку трудового потенціалу та взаємодії працівників. З'ясовано, що інструментарій розвитку трудового потенціалу виступає як частина організаційно-економічного механізму взаємодії працівників. Слабка розробленість економіко-математичних моделей управління потенційними трудовими можливостями працівників призводить до труднощів в обліку якості трудового потенціалу. Тому потрібно розробка та розвиток підходів до управління трудовим потенціалом, що сприяють підвищенню якості взаємодії працівників підприємств індустрії гостинності з урахуванням розвитку трудового потенціалу. Специфікація форм взаємодії працівників у всьому їх розмаїтті призводить до необхідності виділення окремо напряму у дослідженнях трудового потенціалу, що торкаються проблемних питань характеру взаємодії.

Ключові слова: трудовий потенціал, індустрія гостинності, ефективність роботи підприємства, методи аналізу трудового потенціалу, управління трудовим потенціалом.

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Formulation of the problem. For managers seeking to ensure the sustainable functioning of enterprises in an unstable market environment, it is important to have tools that allow them to perform a detailed analysis of potential employment opportunities. It is necessary to develop methods for obtaining reliable forecasts of the dynamics of the components of the labor potential necessary for the implementation of a comprehensive assessment of personnel and increasing the efficiency of using the personnel component of production. You can use a tool widely used in economic research and important for the analysis of labor potential – the method of determining the coefficients of importance (weight coefficients).

Analysis of recent research and publications. A thorough analysis of Ukrainian and foreign scientific literature, in which the object of research is the actual

labor potential of a hospitality industry enterprise, made it possible to notice that now, in the context of the ever-increasing role of a person in ensuring the stability and development of enterprises, this direction is indeed particularly relevant, and the existing problematic issues require further development and resolution. Of the many scientific sources devoted directly to the establishment of the definition of the economic category «labor potential of the enterprise», it is necessary to highlight the developments of such scientists as Utkina Yu. M., Solomnikov I. V. [1], Korbuta K. E. [2], Duda G. B. [3], Grebenyuk G. M. [4], Pilyavsky V. I. [5], Raikovskoy I. T. [6], Gavrilenko Ya. V. [7]. In the works of the above scientists, the need to clarify the essence of the concept of «labor potential of an enterprise» is substantiated, especially taking into account the transformations and constantly

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emerging new requirements in the modern market environment for the functioning of enterprises. At the same time, they lack the unity of views on labor potential as an important factor in improving the efficiency of hospitality industry enterprises.

Setting objectives. Thus, it is advisable to formulate the purpose of a scientific article as to explore and analyze the main components of labor potential as an important factor in improving the efficiency of hospitality industry enterprises. This goal can be achieved by solving the following tasks:

- to find out the main directions of the policy of the hospitality industry enterprise in the field of labor potential development;
- describe the relationship between the complex of interrelations of the elements of the labor potential management system;
- apply the methods of functional cost analysis and analytical hierarchy to take into account the peculiarities of the labor potential;
- to consider the task of developing the labor potential of making decisions related to improving the efficiency of interaction between employees;
- to determine the competencies, taking into account the content of the components of the employees of the hospitality industry enterprises.

Presentation of the main research material. To date, there are many varieties of methods for determining the coefficients of importance. The complexity of their implementation in the practice of analyzing and assessing potential employment opportunities lies in the requirement that the analyst has a good mathematical background. This means thinking logically, linking together the priorities of the enterprise, the characteristics of the labor potential of employees and the results obtained. The implementation of such an analysis is laborious and hampered by the need to take into account many features related to the labor behavior of employees and personnel policy. The ability to analyze the labor potential of employees and the enterprise as a whole will facilitate the task of introducing methods for analyzing and assessing labor potential in the practice of personnel management. Table 1 presents the main directions of the enterprise's policy in the field of labor potential development, developed in the study, regarding the interaction of employees, and the principles that must be followed in this case.

The development of labor potential analysis tools should be linked to the organization of activities for the formation of an effective mechanism of interaction between employees, for which the main directions of enterprise policy in the hospitality industry are determined. Their development implies the adherence to certain principles, which are benchmarks and constraints in the implementation of the management tasks. The study identifies areas in the development of education, contributing to the formation of an

effective organizational and economic mechanism of interaction between employees of the enterprise hospitality industry.

When developing the theory and singling out the content of labor potential components, it is not necessary to proceed from any well-established provisions. When considering the concept of potential, it is necessary to consider the present and future in a single interaction. It follows from the definition of the content of «potential», characterizing latent possibilities, which can be used to solve a problem or achieve a certain goal in the future with reliance on the existing state. The development of labor potential (and therefore its components), depends on many factors [8]. A general idea of the parameters determining the features of the functioning of the labor potential management system is provided by the following dependence:

$$TP = f(P1, \dots, P_i, \dots, P_n), \quad (1)$$

where TP – the labor potential;

P1 – information, technological, economic and social parameters, determining the possibility of forming the qualitative interaction of employees and the degree of development of the components of the labor potential of the hospitality industry enterprise employees [8; 9].

The dependence presented above has an integral character and reflects the whole complex of interconnections between the elements of the labor potential management system, and, therefore, the interaction of employees. Therefore, the content of the categories «labor potential component» and «interaction of employees» should be analyzed in a single aspect [8].

When planning costs, decisions are made based on the results of personnel cost-effectiveness assessment, which is carried out using various methods: the method of expert evaluations, benchmarking, profitability assessment, analysis of return on investment in personnel, key performance indicators and personnel auditing. By monitoring the controlling indicators of labor costs and analyzing deviations between actual and planned results, it is possible to prevent crisis situations. Being a dynamic process, personnel cost management system includes direct and feedback management actions, the purpose of which is to achieve high economic results in the enterprise activity, which is difficult without monitoring of personnel management system. So, one of the main tasks of monitoring the personnel management system is to evaluate the effectiveness of the use of costs.

Tough market conditions pose challenges to the enterprises of the hospitality industry to specify the cost of personnel, accounting, analysis and optimization of costs associated with its work and development. Therefore, the introduction of personnel monitoring in the hospitality industry enterprises will allow to optimize the system of personnel costs management, taking into account the industry specifics

Table 1

The main directions of the company's policy in the field of labor potential development

№	Directions	Principle	Characteristics
1	Development of labor potential	Equal need to achieve individual and organizational goals (consistent with all other principles and characterizes the main principle)	Achievement of correspondence between the goals of employees to develop their individual labor potential and the interests of top management (administration)
2	Recruitment based on the quality of labor potential	Compliance	Achievement of correspondence between the tasks related to the development of labor potential, capabilities of employees and authority of the top management
		Competence	Level of knowledge of employees takes into account the degree of correspondence of employees' potential to the requirements of the position
		Practical Achievements	Existence of experience, related to development of labor potential and allocation of competences, correspondence of experience to the organizational abilities of a manager
		Individuality	Existence of capabilities (tools) of singling out employees' individuality, determining intentions, singling out components, determining the style of performing job duties, leadership, etc.
3	Formation and preparation of a reserve for promotion to senior positions	Competitiveness	Availability of approaches allowing to select candidates on a competitive basis
		Rotationality	Systematic change of positions vertically and horizontally with the accompanying identification of the elements of activity organization
		Individual training	Taking into account the quality of individual labor potential, defining the possibilities and methods of its development, taking into account the nature of interaction of employees
		Commitment to practical work	Carrying out practical activities relating to internships in managerial positions
		Appropriateness for the position	Creating a reserve for relevant positions in the performance of individual programs for the development of labor potential and allocation of competencies
		Regularity	Regular assessment of the employees' professional knowledge, practical skills, personal and psychophysiological characteristics associated with the competences important for the enterprise
4	Assessment and certification of personnel	Selection of indicators	Assessment of the employees' performance on the basis of technical and economic indicators of labor potential; creation of a system of indicators taking into account the criteria characterizing peculiarities of employees' interaction
		Knowledge relevance	Correspondence of knowledge to the type of activity performed
		Frequency	Periodic revision of job descriptions, used for personnel development; periodic performance evaluation in order to highlight competencies
		Self-Expression	Possibility to be independent in performance of work activities, encouragement of employees' initiatives
		Concreteness	Detailed description of duties of executives and managers
		Self-development	Ability and opportunity to enhance own potential taking into account own goals and priorities
5	Motivation and stimulation of personnel	Motivation	Allocation of motivational factors that influence the willingness of employees to perform efficient work activities
		Organization of remuneration	Implementation of effective remuneration system
		Equal combination of incentives and sanctions	Optimal correspondence between violations of work regulations and sanctions applied

Source: developed by the author on the basis of a summary of literary sources

of the enterprise and the quality of labor potential. The most often declared reason for shortcomings in the use of knowledge and skills of employees is the lack of funds allocated for personnel development, adaptation and training of personnel, career and pro-

fessional advancement. When summarized, all of this is usually referred to as a workforce analysis. A review of the thematic literature [8; 9; 10] shows that when analyzing the economic activity of enterprises in the hospitality industry, a matrix is built using the indica-

tors by decreasing degree of their importance in the assessment of human resources. On the rows these elements act as factors, on the columns – results. The diagonal of the matrix divides the matrix into two parts, and the indicators under the diagonal are direct and above the diagonal are inverse. It is known that, from the point of view of efficiency assessment, direct indicators should increase, and inverse indicators should decrease. If most of the direct indicators in the index matrix are less than 1, a conclusion is made about their negative trend. If the inverse indicators have a value greater than 1, negative trends are observed.

According to the results of the analysis the indicators that should be paid close attention, correcting their values are singled out. When analyzing the personnel management system more often profitability of wages, profitability of personnel, fund-employment and average wages, which characterize the functioning of production, are singled out. The matrix analysis is convenient and widely used for representation and research of the cost mechanism. It is more difficult to define a toolkit of the analysis of interaction of employees, for the reflection of which it is required to develop a set of other technical and economic indicators. The difficulty lies in the fact that such indicators should not only be a characteristic of interaction, but also not contradict the main provisions of the theory of labor potential. So, development of all system of techno-economic indicators is required, which directly affects a problem of interaction of workers in the process of labor activity and labor potential analysis.

In the theory of labor potential there is a provision, according to which signs of variables, set on the sign of positive or negative economic change (direction), in the sense correspond to the goals of labor potential management or prevent them. This means that an increase in the value of the techno-economic indicator corresponds to a positive trend for the enterprise, i.e. the realization of its goals [11]. A decrease in the value - a negative trend and a decrease in the probability of the implementation of objectives. Compliance with this rule is not always possible, but it is possible to identify indicators of both interaction of employees and labor potential, dynamics of which correspond to the specified rule.

Achievement of effective interaction of workers in the process of labor activity is possible only with the use of tools of measurement of interpersonal socio-labor relations, for example, allowing to estimate openness in the organization or adequacy of feedback. Indicators of social efficiency of personnel management, which include such important for employees indicators as income level of employees and level of personnel satisfaction, are widely used. These indicators are received by means of periodic system of questioning of employees on such significant criteria, as labor possibilities of independence and initiative,

assessment of quality of work, intensity and complexity of work, possibility of application of innovations. Both the employee and the head of the subdivision participate in the survey, expressing their opinion on the work done, the difficulties encountered and the desired changes. The survey is conducted on a point assessment scale, the results are summarized and grouped for each individual employee. Thus, there is a feedback channel, which allows to identify deficiencies in the personnel management system and contributes to the development of the labor potential of the employees of the enterprise [12].

To analyze the interaction process, taking into account the peculiarities of labor potential, it is advisable to select methods that have the property of universality. The methods of functional-value analysis (FVA) and analytical hierarchy (MAH) aroused the greatest interest among the managerial staff of the hospitality industry enterprises. Functional cost analysis has been widely used to isolate the value of functions, which has provided opportunities to optimize management structure and function evaluation [9; 11]. Separately, let us highlight the possibilities of labor potential FVA. By definition, FVA of labor potential is a method of systematic study of its functions, aimed at increasing the ability of personnel to realize the goals of an enterprise by performing the basic and main functions. MAH is a systematic procedure for obtaining an idea of the hierarchy of compared elements. Taking into account the capabilities of MAH and FVA, we can conclude that these methods are convenient for analyzing labor potential and establishing the relationship between the quality of components and the features of interaction of employees [8].

Let us consider the problem of development of labor potential of decision making concerning the increase of efficiency of interaction of employees. There is some initial set of alternatives (objects, strategies) X, among which it is necessary to choose the best one or to perform the ranking of alternatives. In this case the ranking of competences, determining the interaction of employees, is performed. Competences are formulated on the basis of labor potential components [8].

1. The set of the main goal F, on the basis of which the choice or ranking of the set of alternatives X will be performed. In most cases when setting a decision-making task the main goal (main criterion) is divided into subgoals (partial criteria). The aim of the research is to identify the competences that contribute to the elimination of bottlenecks in the system of interaction between employees of the enterprise.

2. A set of subgoals f_1, f_2, \dots, f_n , taken into account when choosing or ranking alternatives of the set X. It is necessary, taking into account the main goal and subgoals, to choose the best alternative from the set X or arrange them by decreasing the

degree of their importance. The best alternative is to select the competence that improves the quality of labor potential [8].

Consider the goal «elimination of deficiencies in the interaction of employees, taking into account the quality of labor potential». A list of factors affecting labor potential is determined, components of labor potential are singled out and converted into competences. The best result in the presence of the goal taken over a long period will be obtained by using different methods (for example, MAH and the method of determining weighting coefficients). If there are many components, they should be divided into groups and assess the importance of each of them by the criterion of the implementation of the goal [8].

At the initial stage of the analysis, the problem is decomposed into simpler components. In this case, taking into account the intermediate goals of the hospitality industry enterprise, required for the development of labor potential, the content of the criteria, which is the basis for decision-making, is formulated. The hierarchy is as follows. The highest level is the mission of the hospitality industry enterprise (the goal of the hierarchy). At the second level are the criteria that determine how to implement the mission. The elements of the second level (i.e. criteria determining the ways of mission realization) are the features of employees' interaction related to the sphere of competences realization (i.e. those spheres in which they should be involved to achieve the intermediate goal «development of labor potential»). The content of competences acts as elements of the third, lowest level. Thus, the content of competences is a characteristic of the lowest level which determines the possibility to achieve all intermediate goals [8; 12].

Spheres of competence manifestation are compared on the basis of their content [13]. The formulation of competences is carried out according to the following relationship: personal, psychophysiological and professional characteristics of employees → components → work potential → competences → personal, psychophysiological and professional characteristics of employees. The formulation of competences is conveniently carried out in the sequence competence → characteristics of employees → description of competence.

The study defines competencies taking into account the content of the components.

1. Ability to make non-obvious decisions in conditions characterized by insufficient information.
2. The ability to competently organize and monitor the implementation of service activities.
3. The ability to improve the quality of work activities, without reducing the motivation of the personnel to perform their duties.
4. Ability to regulate social and psychological relations in the team.

5. The ability to create and implement labor quality and performance standards.

6. Ability to clearly formulate problems and identify approaches to their solution.

7. The ability to systematize conclusions based on logically selected information.

8. Ability to organize effectively functioning human resources services.

9. Ability to understand in detail the aspects of human resources services (technical, economic, organizational).

10. Ability to maintain professional qualifications and not exaggerate one's capabilities.

11. Ability to find fresh and original solutions to assigned tasks.

12. Ability to question traditional methods, identifying their shortcomings and identifying approaches to eliminate them.

13. Ability to organize effective work in stressful conditions, control oneself and determine the ways out of non-standard situations.

14. Possessing a broad perspective on personnel problems and ways to solve them.

15. Understanding of long-term consequences of decisions made in the sphere of personnel and their impact on related spheres of activity.

16. Ability to adapt to the changing conditions of labor activity [8].

Criteria are formulated according to the priorities of the enterprise of the hospitality industry, in particular, on the effectiveness of the performance of job duties in specific positions [13].

The task of allocating the content of competences can be formulated in different ways. The order of distribution of competences by level of importance is convenient for labor potential research, where importance is determined by different criteria, for example, by the effectiveness of job duties in specific positions. In the considered approach the competence and the components of labor potential are in the relationship of subordination. In solving specific practical tasks, this issue is debatable, because in some situations components will be more important, in others - competences. Here we should use the main provisions of the theory of labor potential in relation to the priorities of the enterprise of the hospitality industry. Hierarchical representation of both competences and components allows to compare and contrast labor potential management procedures, which are important for solving the set problems.

Conclusions from the conducted research.

Based on the study, we can conclude that the considered tools act as an element of the organizational and economic mechanism of interaction between employees of the enterprise hospitality industry on the basis of the development of labor potential. Its use reflects the content of methods, approaches and algorithms that determine the development of labor

potential and the possibility of implementing the mission of the enterprise of the hospitality industry. As such, it serves as a basis for decision-making at the initial stage of research concerning the formation of enterprise policy in addressing the development of labor potential and interaction of employees.

Thus, the organizational and economic mechanism of interaction between employees of the enterprise is a set of methods, approaches and algorithms that determine the development of labor potential and the possibility of implementing the mission of the hospitality industry enterprise. The mechanism of interaction between employees is a means of implementing labor potential management technology, which includes a set of organizational and economic impacts on labor potential. Therefore, the procedures of formation of the organizational and economic mechanism of employees' interaction are implemented through the development of labor potential.

In addition, it is important to note that the tools of development of labor potential act as part of the organizational-economic mechanism of interaction between employees. Weakly developed economic-mathematical models of management of potential labor potential of employees leads to difficulties in accounting quality of labor potential. Therefore, it is necessary to develop and develop approaches to labor potential management that would improve the quality of interaction between employees of hospitality industry enterprises on the basis of labor potential development. The specification of the forms of interaction of employees in all their diversity leads to the need for separate direction in the research of labor potential, touching upon the problematic issues of the nature of interaction.

The components of labor potential are characterized by unity, expressed through a set of personal qualities of employees. Formalization of processes, occurring in the system of labor potential, is difficult due to the presence of many parameters of interaction of workers, related to the social features of labor collectives. The changes in the organizational environment of hospitality industry enterprise should distinguish the components of labor potential, characterizing their impact on the nature of interaction between employees and the existing opportunities for the development of labor potential. The order of functioning of labor potential is a set of components that are in constant development, united by many information, material and social relations. Procedures of labor potential management regulate the development of components, aimed at achieving the goals of production system and determining the features of interaction through managerial impacts.

In addition, it should be noted that the goal set in the study regarding the analysis of the main components of labor potential as an important factor in improving the efficiency of hospitality industry enter-

prises was achieved. Its achievement became possible due to the solution of tasks aimed at clarifying the main directions of the policy of the hospitality industry enterprise in the field of labor potential development; description of the relationship between the complex of interrelations of the elements of the labor potential management system; application of methods of functional cost analysis and analytical hierarchy to take into account the peculiarities of the labor potential; consideration of the task of developing the labor potential of making decisions related to improving the efficiency of interaction between employees; determination of competence, taking into account the content of the components of employees of hospitality industry enterprises.

A potential direction for further research in this area is the problem of identifying the components of labor potential associated with various features of interaction. It arises when using the concept of «potential», acting as a set of means and conditions necessary for conducting, maintaining and preserving labor potential of employees and characterizing internal capabilities of employees.

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