

Kolesnyk Alina, PhD in Technical Science, Associate Professor, Doctoral Student of the Department of Economics and Business, State Biotechnological University, lala4ka@btu.kharkov.ua

УДК 658.3:339.13

COMPETITIVENESS OF PERSONNEL AS A DETERMINANT OF THE ENTERPRISE COMPETITIVENESS

O. Mykhailova, A. Volosov, A. Maltseva

The scientific views on the determining role of the personnel in achieving the competitiveness of the business entities are studied. The essential characteristics of the concept of personnel competitiveness are characterized. The place and role of individual qualities of personnel and its competitive potential in the formation, realization and development of the competitive advantages of an enterprise, which determine the competitiveness of an economic entity, are identified. The main properties of the personnel competitiveness are characterized.

Keywords: *an enterprise, personnel, competitiveness, human resources, the personnel competitiveness, a comprehensive approach.*

КОНКУРЕНТОСПРОМОЖНІСТЬ ПЕРСОНАЛУ ЯК ДЕТЕРМІНАНТА КОНКУРЕНТОСПРОМОЖНОСТІ ПІДПРИЄМСТВА

О.В. Михайлова, А.М. Волосов, А.С. Мальцева

У статті досліджено наукові погляди щодо ролі персоналу в конкурентній боротьбі та забезпеченні конкурентоспроможності суб'єктів підприємництва. Проаналізовані існуючі теоретичні підходи до трактування поняття «конкурентоспроможність персоналу». Розглянуто окремі аспекти кожного із підходів різних вчених на сутність поняття «конкурентоспроможність персоналу». Визначено, що під «конкурентоспроможністю персоналу» слід розуміти його здатність до досягнення цілей організації в умовах боротьби за обмежені ресурси та споживачів, а спроможність персоналу визначається певними його якостями, які є суб'єктивними умовами успішної діяльності. Виділено два напрями у трактуванні сутності конкурентоспроможності персоналу: перший – відбиває характеристики, за якими визначається конкурентоспроможність кожного працівника на ринку праці і більшою мірою розкриває сутність конкурентоспроможності такого ресурсу як робоча сила; другий – розглядає конкурентоспроможність персоналу як комплексне поняття і визначається сукупністю конкурентних переваг та здатністю їх реалізовувати, що є результатом взаємодії всіх працівників і впливу на конкурентну позицію

підприємства. Продемонстровано зв'язок конкурентоспроможності персоналу та конкурентоспроможності підприємства. Охарактеризовано сутнісні риси поняття конкурентоспроможність персоналу: особистісні якості, притаманні окремому працівнику; такі, що відповідають вимогам роботодавця та ринку. Виявлено місце і роль індивідуальних якостей персоналу та його конкурентного потенціалу у формуванні, реалізації та розвитку конкурентних переваг підприємства, якими й визначається конкурентоспроможність суб'єкту господарювання. Охарактеризовано основні властивості конкурентоспроможності персоналу: дуалістичність, динамічність, відносність, значущість, причинно-наслідкова замкнутість, слабка формалізованість, неповна залежність від підприємства. Наголошено на комплексності дослідження конкурентоспроможності персоналу підприємства в контексті дослідження її видів та методичного інструментарію управління.

***Ключові слова:** підприємство, персонал, конкурентоспроможність, кадровий потенціал, конкурентоспроможність персоналу, комплексний підхід.*

Problem statement in general terms. The conditions of functioning of the modern domestic enterprises are characterized by a dynamically changing external environment, a threatening political situation, growing pressure from competitors, instability of demand for goods and services, and a shortage of highly qualified personnel in the labor market. In such circumstances, one of the most important reserves, factors of market survival and long-term sustainable development is the company's personnel.

Sustainable development of an enterprise in a highly competitive environment is impossible without focused, motivated, coordinated activities of qualified personnel. At the same time, the internal organizational environment and the personnel management system that has developed in many domestic enterprises, do not contribute to solving the problem of forming, retaining and developing highly competitive personnel, i.e. personnel that, in the face of significant competition, is able to ensure the required level of competitiveness and the dynamics of enterprise development. The difficulties of forming competitive personnel are intensified by military operations and a huge reduction in the working population, which indicates the relevance of the issues under consideration.

Analysis of recent research and publications. Despite the sufficient attention of researchers to the issues of personnel management, the coverage of the problems of its competitiveness is mostly fragmentary. A. Marshall, M. Porter, P. Drucker, A. A. Thompson and A. J. Strickland emphasized the importance of personnel capable of winning the competition and ensuring the competitiveness of an enterprise. More specifically, the competitiveness of this factor is highlighted in the works of the following domestic scientists as

N. Hlevatska [3], M. Semykina [9], V. Kolomiyets [12], I. Tsvyetskova [15], O. Kharun [21] and others.

Considering the concept of “the personnel competitiveness”, scientists demonstrate different views on its essence.

A number of researchers reveal the content of the category through a set of certain qualitative characteristics of the employees that meet the requirements of an employers in terms of education, professions and qualification levels. This interpretation is provided by D. Bohynia and E. Hrosheleva [1; 2]. The authors consider employees “as a specific product ‘labor force’.

N. Hlevatska presents the competitiveness of personnel as a set of psychological, physical and mental qualities necessary for an individual to perform a certain job, as well as the ability of the workforce in the context of economic transformation [3]. The latter statement is important for understanding the need for continuous improvement of personnel characteristics and their role in a dynamic environment. On the other hand, the list of characteristics given by her, in our opinion, is insufficient to solve the problems of competitiveness in the modern economy. This is confirmed by the position of O. Tsybmal, according to which the competitiveness of personnel is determined not only by the set of characteristics of the population in the labor market, but also by the ability to ensure the realization of personal interests through labor activity [4], based on a certain level of development of the personnel properties.

The approach of these authors, in our opinion, does not fully reveal the essence of the personnel competitiveness, since the presence of the certain qualitative characteristics and the ability to realize personal interests do not yet indicate the ability of their bearers to be better than competitors. While it is the possession of the necessary qualities that is the crucial point and one of the mandatory conditions to ensure future competitiveness.

Basically, demonstrating a similar approach, other researchers expand the content of the personnel competitiveness by including, along with personal qualities, such essential characteristics as the level of knowledge, skills, and competencies that meet both the needs of employers and market requirements [5-8].

As a substantive characteristic scientist also note the ability to win in market competition [5, 6, 8] and the impact of personnel labor activity on the effective operation of the enterprise [7, 8].

However, these researchers and other ones have not come to a single conclusion about the essence of the concept of “the personnel competitiveness”, the system of its assessment and the relevant methodological tools, which leads to a more detailed consideration.

theosophies issues.

The goal of the article is the studying of the scientific approaches to the essence of competitiveness of enterprise personnel as a determinant of competitiveness of an enterprise.

Description of the main research material. The tasks of sustainable development of the business entities in the context of a high competition and dynamism of the external environment can be realized only with the existence of personnel, capable to achieve strategic goals, ensuring the dynamics of enterprise development in a tough struggle with the personnel of competing organizations. Accordingly, there is a practical need to consider the concept of “the personnel competitiveness” as a certain ability of employees.

The starting point for the formation of such a quality as “the personnel competitiveness” is competition - rivalry, competition of people, groups, organizations in achieving similar goals, better results in a particular area. If competition is understood as the rivalry of socio-economic entities for limited resources and consumers to achieve their goals, then competitiveness is seen as the ability of an entity to compete. Hence, the “competitiveness of personnel” should be understood as their ability to achieve the goals of the organization in the context of the struggle for limited resources and consumers. And the capacity of the staff is determined by certain qualities of the staff, which are subjective conditions for successful activity.

M. Semykina defines the competitiveness of personnel as the predominance of competitors in the labor market. The author presents it as a “systemic triad”, the content of which is revealed through the following:

- a set of certain properties (qualitative and valuable) of employees who are in demand in the labor market;
- the ability of a particular employee to meet the requirements of the employers, the market and similar characteristics of other employees represented in the labor market in terms of education, qualifications, business and professional qualities;
- the ratio of the result from the use of personnel and the costs of its acquisition, training, maintenance, etc. [9].

Despite the development of this approach in the direction of expanding the essential characteristics of this category, it is more concerned with the competitiveness of each individual employee, which manifests itself as a result of competition in the labor market. However, there is no mention of competition in the market of goods and services, where the results of labor resources' work are presented, because we can talk about the competitiveness of personnel only due to the conditions of competitiveness of goods and services. At the same time, the above-mentioned positions of scientists, though indirectly, trace the connection between the competitiveness of

employees and the effective operation of the enterprise and the achievement of positive results. This aspect is also emphasized by N. Мартинюк and O. Brusyentseva [10, 11].

Supporters of another direction in the process of disclosing the content of the personnel competitiveness consider its connection with the competitiveness of the enterprise. In particular, V. Kolomiyets defines competitiveness as “a set of sources of competitive advantages and the advantages of the enterprise's personnel, as well as the ability to realize them in the interests of the employees themselves, the enterprise and society as a whole” [12]. The author also emphasizes the complexity of this category, specifies the ability to form and realize competitive advantages through the ability to generate and implement innovations better than competitors [12].

Similarly, the competitiveness of personnel is characterized by E. Shelest and A. Danilkova [13]. It is important to emphasize the ability to realize competitive advantages both in the present and in the future, that is, the dynamism of this category [13].

O. Slavhorodska and V. Shcherbak note that the realization of employees' own competitive advantages contributes to the achievement by the enterprise of a better competitive position in the market compared to other participants [14]. That is, the competitiveness of an enterprise is largely determined by the competitiveness of its personnel.

An integrated approach to the interpretation of the essence of staff competitiveness is demonstrated by I. Tsvyetkova, who considers it from two perspectives. Firstly, as an essential characteristic, the scientist notes, like most scientists, a set of personal characteristics and professional qualities of personnel, which are the basis for the formation of its potential [15]. This thesis allows us to understand the initial stage of formation of staff competitiveness and, subsequently, the competitiveness of the enterprise, since it is the potential that characterizes the capabilities, which is due to the quantitative and qualitative state of employees and allows to obtain the desired result. As a complex characteristic, human resources potential is based on the interconnection of professional characteristics, knowledge and competencies of individual employees and their interaction. According to I. Tsvyetkova, another essential characteristic of staff competitiveness is the ability to ensure the competitiveness of the enterprise, i.e., the next link in the chain of competitiveness formation is revealed [15]. Thus, this vision allows not only to establish a link between the competitiveness of personnel and the enterprise, but also to identify the causes and consequences. An important aspect for understanding the cause-and-effect relationship is also the dependence of competencies on management effectiveness identified by scientists [6, 10, 12].

Thus, in interpreting the essence of staff competitiveness, two directions can be distinguished (Fig. 1).

The first direction reflects the characteristics that determine the competitiveness of each employee in the labor market and to a greater extent reveals the essence of the competitiveness of such a resource as labor force. According to the second direction, the competitiveness of personnel is a complex concept and is determined by a set of competitive advantages and the ability to fulfill them, which are the result of the interaction of all employees and affect the competitive position of the enterprise. In this case, we can speak of “the personnel competitiveness”.

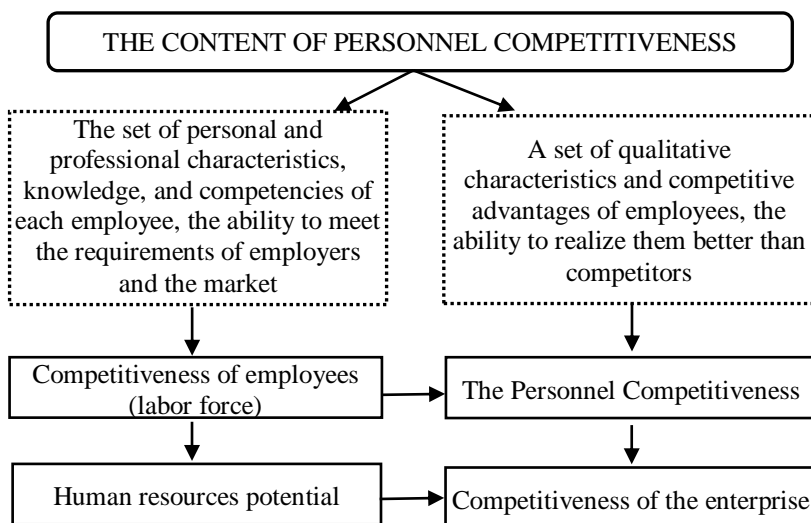


Fig. 1. Meaning Of The Concept Of “The Personnel Competitiveness” And The Interrelation With The Enterprise Competitiveness, compiled by the authors

Figure 1 also demonstrates the connection between the competitiveness of personnel and the competitiveness of the enterprise, which manifests itself in the following manner. Competitive employees form the human resources potential and ensure the competitiveness of personnel (in case of an effective personnel policy on the formation and development of personnel, organization of their interaction, and management decisions). The latter, according to most researchers and practitioners, is a determining factor in ensuring the competitiveness of an enterprise. The results of confrontation with competitors and the competitive position of an enterprise depend on the ability of personnel to form and fulfill competitive advantages.

This is emphasized by T. Repich, who notes that “the competitiveness of the organization is directly related to the competitiveness of the staff, and this indicator directly characterizes the potential of the enterprise” [16]. The author also notes that the creation of a competitive enterprise should begin with the selection and formation of personnel capable of strengthening the competitive position of the enterprise [16]. The classics of strategic management also note that “talented, qualified, experienced people are not only a resource that allows to effectively achieve the set goals, but also a source of a competitive advantage” [17]. This influence is explained by the specifics of personnel in the resource system, as well as its role in the realization of the enterprise's goals.

Personnel is the main asset of any enterprise due to its peculiarities compared to other resources. On the one hand, it is one of the company's resources along with technical, technological, information, financial, etc. On the other hand, it is an entity that uses these resources to ensure the company's operations and sets them in productive motion. Without the availability of appropriate personnel, it becomes impossible to create the necessary resource base, form sufficient technical, technological, financial, information, and innovation potentials, use them effectively, and ensure the development of the enterprise based on digital technologies and innovations. The personnel also form the company's management, which determines the efficiency of management, the level of organizational activity, the proper motivational mechanism, the timely implementation of all goals and objectives, etc. In other words, it is competitive personnel that ensures effective management and achievement of competitiveness of products (services), which are recognized by scientists as components of the company's competitiveness. This is due to the fact that personnel not only carry out business activities that result in certain products or services, but also manage them. That is why personnel is a determining factor and source of enterprise competitiveness.

The decisive place of personnel in ensuring the competitiveness of an enterprise is based on its uniqueness. The resources used by an enterprise are mostly available for purchase on the market and can be copied. Accordingly, the formation of competitive advantages on their basis becomes possible only for a short period of time, which does not meet the objectives of long-term success. Instead, each enterprise forms its own quantitative and qualitative composition of personnel, whose members have certain personal characteristics, level of education, knowledge and qualifications, length of service, age and professional mobility, which makes them special and unique for a particular enterprise.

Staff is also a source of intellectual capital. Firstly, it includes the collective knowledge and competencies of an enterprise that cannot be transferred from one organization to another. Secondly, the staff develops and creates such elements of intellectual capital as patents, trademarks, information resources, technologies, etc., which also cannot be copied due to the existence of protective mechanisms.

As a carrier of knowledge, information, and experience, any employee can apply, accumulate, replenish, and transfer them. This distinguishes personnel from other resources, which wear out and lose their certain qualities in the process of use. Knowledge and experience are inexhaustible resources, which is confirmed by the research of many scholars. In particular, E. Toffler notes that knowledge as a resource “can be distributed without limit, cannot be spent, and can be easily dispersed among a large number of people” [18]. Other scholars note that personnel develop independently, forms and uses enterprise resources in various combinations and is characterized by increasing value [15].

The formation of a staff with a specific set of knowledge, experience and competencies, their continuous improvement and development, as well as a specific organizational mechanism and motivational solutions, cannot be fully copied and reproduced by other business entities. Therefore, they become sources of strategic competitive advantages of the enterprise, which ensure competitiveness in the current period and in the strategic perspective, provided they are implemented. Of course, personnel without other resources and their effective use will not be able to function, let alone succeed in competition. But, nevertheless, the role of personnel in ensuring the competitiveness of the enterprise is crucial. W. Petty noted that labor is the “father of wealth” [19]. Nowadays, it is believed that the competitive advantages of an enterprise are the result and consequence of constructive thinking, the carrier of which is the staff [15, 20]. Accordingly, the main source of formation of key competencies and, on their basis, competitive advantages is personnel and its influence on the competitive policy of the enterprise.

The above not only highlights the role of personnel and its competitive potential in ensuring the competitiveness of the enterprise, but also the main properties of personnel competitiveness (Fig. 2).

The duality stems from the similar characterization of the personnel itself as an object and a subject of management. The double meaning is manifested as follows. On the one hand, the competitiveness of personnel is characterized by a set of objective properties of personnel that reflects the current situation with personnel. On the other hand, it includes a

characterization of the ability of personnel to ensure the competitiveness of the enterprise.

The duality also implies such a property as causal closeness, the essence of which is that the competitiveness of personnel maintains itself independently. Due to the specific characteristics of employees, competitive personnel is formed that can ensure the competitiveness of the enterprise.

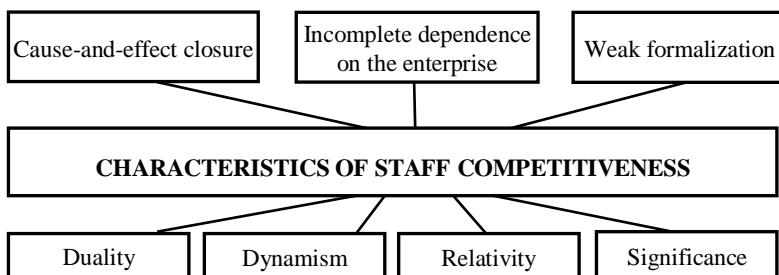


Fig. 2. The main characteristics of the concept of “personnel competitiveness”, based on [7, 15, 21]

The relativity of staff competitiveness lies in its manifestation in the market compared to competitors. Despite the fact that the competitiveness of personnel is determined for a certain period, it is a dynamic characteristic, since it can also change with changes in time or market conditions. Because of this characteristic, the relativity of staff competitiveness in relation to time and market conditions is also manifested.

Scientists also note such a property as targeted nature. The competitiveness of personnel is related to the target orientations of the enterprise and is determined by the ability of personnel to realize the set goals. Thus, personnel may be competitive for some goals, and vice versa for others.

A number of scholars distinguish such a characteristic of staff competitiveness as weak formalization [15, 21]. It is a continuation of the previous one, i.e., the dual content of staff competitiveness due to difficulties in assessing the qualitative characteristics of staff due to their subjective nature and insufficient development of the relevant methodological tools.

Another feature of staff competitiveness is that it does not fully depend on the enterprise. This is due to the presence of certain characteristics (personal characteristics, education, qualifications) that do not depend on the decisions of the management of the business entity. External changes that affect the competitiveness of personnel also do not depend on the company's decisions.

It is also important to note such a property of personnel competitiveness as its importance for achieving the competitiveness of the enterprise, which is confirmed by the above arguments regarding its role in the competitive struggle.

Conclusions. Consideration of the substantial content of the personnel competitiveness shows the multidimensionality and complexity of this concept, which leads to ambiguity in approaches to the interpretation of its essence. The personnel competitiveness requires a comprehensive study that meets the requirements of its practical use. Possessing a number of specific properties, the personnel competitiveness is an integral determinant of the competitiveness of an enterprise entity and contributes to its achievement. Further systematization of the types of the personnel competitiveness will be the basis for the full disclosure of its essence and will create preconditions for an effective solution of the tasks of its management.

Список джерел інформації / References

1. Богиня Д. П., Куликов Г. Т., Лісогор Л. С. Конкурентоспроможність робочої сили в системі соціально-трудоких відносин: монографія. Київ: Інститут економіки, 2003. 213 с.

Bohynia, D., Kulykov, H., Lisohor, L. (2003). *Konkurentospromozhnist robochoyi syly v systemi sotsialno-trudovykh vidnosyn: monohrafiya* [Competitiveness of the workforce in the system of social and labor relations: monograph]. Kyiv: Institute of Economics [in Ukrainian].

2. Грошелева О. Г. Конкурентоспроможність управлінського персоналу: автореф. дис. ... канд. екон. наук: 08.00.04. Дніпропетровськ, 2008. 17 с.

Hrosheleva, O. (2008). *Konkurentospromozhnist upravlinskoho personalu* [Competitiveness of management personnel]. Extended abstract of candidate's thesis. Dnipropetrovsk [in Ukrainian].

3. Глевацька Н. М. Конкурентоспроможність робочої сили регіону: методологія та напрями забезпечення: автореферат дис. ... канд. екон. наук: 08.09.01. Київ, 2006. 22 с.

Hlevatska, N. (2006). *Konkurentospromozhnist robochoyi syly rehionu: metodolohiya ta napryamy zabezpechennya* [Competitiveness of the labor force of the region: methodology and directions of provision]. Extended abstract of candidate's thesis. Kyiv [in Ukrainian].

4. Цимбал О. І. Незайняте населення України: оцінка та напрями забезпечення конкурентоспроможності на ринку праці: автореф. дис. ... канд. екон. наук: 08.09.01. Київ, 2000. 20 с.

Tsybal, O. (2000). *Nezaynyate naseleння Ukrainy: otsinka ta napryamy zabezpechennya konkurentospromozhnosti na rynku pratsi* [Unemployed population of Ukraine: assessment and directions of ensuring competitiveness in the labor market]. Extended abstract of candidate's thesis. Kyiv [in Ukrainian].

5. Грішнова О. А. Конкурентоспроможність персоналу підприємства. Україна: аспекти праці. 2004. № 3. С. 3–9.

Hrishnova, O. (2004). Konkurentospromozhnist personalu pidpryyemstva [Competitiveness of the company's personnel]. *Ukrayina: aspekty pratsi – Ukraine: aspects of work*, 3, 3-9 [in Ukrainian].

6. Сазонова Т. О., Литвинюк А. А. Конкуренстоспроможність персоналу як фактор успішності сучасної організації. *Актуальні проблеми теорії та практики менеджменту*: матеріали VII Міжнар. наук.-практ. конф., м. Одеса, 28 трав. 2018 р. / ОНПУ. Одеса, 2018. С. 65–67.

Sazonova, T., Litvinyuk, A. (2018). Konkurentospromozhnist personalu yak faktor uspishnosti suchasnoyi orhanizatsiyi [Competitiveness of personnel as a factor of success of a modern organization]. *Aktualni problemy teorii ta praktyky menedzhmentu: materialy VII Mizhnarodnoyi naukovy-praktychnoyi konferentsiyi – Actual problems of management theory and practice: Materials of the VII International Scientific and Practical Conference, May 28, Odesa*, 65-67 [in Ukrainian].

7. Олійник А. С., Піхуля О. Г., Романова О. В., Лопань А. М. Конкуренстоспроможність персоналу як складова ефективної діяльності підприємства. *Економіка та держава*. 2020. № 1. С. 97–101.

Oliyunk, A., Pikhulya, O., Romanova, O., Lopan, A. (2020). Konkurentospromozhnist personalu yak skladova efektyvnoyi diyalnosti pidpryyemstva [Competitiveness of personnel as a component of effective enterprise activity]. *Ekonomika ta derzhava – Economy and the state*, 1, 97-101 [in Ukrainian].

8. Леган І. М. Конкуренстоспроможність персоналу підприємства: теоретико-методологічний аспект. *Вчені записки Таврійського національного університету ім. В.І. Вернадського. Економіка і управління*. 2019. Т. 30(69), № 2. С. 127–132.

Lehan, I. (2019). Konkurentospromozhnist personalu pidpryyemstva: teoretyko-metodolohichnyy aspekt [Competitiveness of enterprise personnel: theoretical and methodological aspect]. *Vcheni zapysky Tavriyskoho natsionalnoho universytetu im. V.I. Vernadskoho. Ekonomika i upravlinnya – Scientific notes of the Tavri National University named after V.I. Vernadskyi. Economics and Management*, 30(69), 2, 127-132 [in Ukrainian].

9. Семикіна М. В. Мотивація конкурентоспроможної праці: монографія. Кіровоград: ПіК, 2003. 426 с.

Semykina, M. (2003). *Motyvatsiya konkurentospromozhnoyi pratsi: monohrafiya* [Motivation of competitive work: monograph], Kirovohrad: PiK [in Ukrainian].

10. Мартинюк Н. Концептуальні підходи до трактування сутності конкурентоспроможності персоналу підприємства. *Економічний дискурс*. 2016. Вип. 2. С. 15–28.

Martynuk, N. (2016). Kontseptualni pidkhody do traktuvannya sutnosti konkurentospromozhnosti personalu pidpryyemstva [Conceptual approaches to the interpretation of the essence of the competitiveness of the company's personnel]. *Ekonomichnyy dyskurs – Economic discourse*, 2, 15-28 [in Ukrainian].

11. Брусенцева О. А. Конкуренстоспроможність персоналу як складова конкурентоспроможності підприємства. *Науковий вісник УМО. Економіка та управління*. 2017. № 3. С. 62–68.

Brusyentseva, O. (2017). Konkurentospromozhnist personalu yak skladova konkurentospromozhnosti pidpryyemstva [Personnel competitiveness as a component of enterprise competitiveness]. *Naukovyy visnyk UMO. Ekonomika ta upravlinnya – Scientific Bulletin of UMO. Economics and management*, 3, 62-68 [in Ukrainian].

12. Коломієць В. М. Місце конкурентоспроможності персоналу в системі трудових відносин підприємства. *Держава та регіони*. 2006. № 4. С. 169–172.

Kolomiyets, V. (2006). Mistse konkurentospromozhnosti personalu v systemi trudovykh vidnosyn pidpryyemstva [The place of competitiveness of personnel in the system of labor relations of the enterprise]. *Derzhava ta rehiony – State and regions*, 4, 169-172 [in Ukrainian].

13. Шелест Є. О., Данілкова А. Ю. Формування дефініції поняття «конкурентоспроможність підприємства». *Вісник Хмельницького національного університету*. 2021. № 5. Т. 2. С. 144–149.

Shelest, Ye., Danilkova, A. (2021). Formuvannya definitsiyi ponyattya “konkurentospromozhnist pidpryyemstva” [Formation of the definition of the concept of “enterprise competitiveness”]. *Visnyk Khmelnytskoho natsionalnoho universytetu – Bulletin of the Khmelnytskyi National University*, 5, 2, 144-149 [in Ukrainian].

14. Славгородська О. Ю., Щербак В. Г. Класифікація конкурентних переваг персоналу підприємства. *Наукові праці ДонНТУ. Серія економічна*. 2005. № 8. С. 94–101.

Slavhorodska, O., Shcherbak, V. (2005). Klyasyfikatsiya konkurentnykh perevah personalu pidpryyemstva [Classification of competitive advantages of enterprise personnel]. *Naukovi pratsi DonNTU, Seriya ekonomichna – Scientific works of DonNTU. The series is economical*, 8, 94-101 [in Ukrainian].

15. Цвєткова І. І. Конкурентоспроможність персоналу: сутність та місце у забезпеченні конкурентоспроможності підприємства. *Культура народів Причорномор'я*. 2006. № 88. С. 119–125.

Tsvyetkova, I. (2006). Konkurentospromozhnist personalu: sutnist ta mistse u zabezpechenni konkurentospromozhnosti pidpryyemstva [Personnel competitiveness: essence and place in ensuring the competitiveness of the enterprise]. *Kultura narodov Prychornomor'ya – Culture of the peoples of the Black Sea region*, 88, 119-125 [in Ukrainian].

16. Репіч Т. А. Конкурентоспроможність персоналу як складова загальної конкурентоспроможності підприємства. *Наукові праці НУХТ*. 2010. № 36. С. 175–179. URL: <https://dspace.nuft.edu.ua/handle/123456789/2920>.

Repich, T. (2010). Konkurentospromozhnist personalu yak skladova zahalnoi konkurentospromozhnosti pidpryyemstva [Personnel competitiveness as a component of the overall competitiveness of the enterprise]. *Naukovi pratsi NUKHT – Scientific works of the National Technical University of Ukraine*, 36, 175-179. Retrieved from <https://dspace.nuft.edu.ua/handle/123456789/2920> [in Ukrainian].

17. Thompson, A. A. Jr., Strickland, A. J. III., Gamble, J. E. (2004). *Crafting and Executing Strategy: Text and Readings*. 14th Ed. McGraw-Hill/Irwin.

18. Мартинюк Н., Черевко Д. Розвиток персоналу як чинник підвищення конкурентоспроможності сільськогосподарських підприємств. *Аграрна економіка*. 2015. Т. 8. № 3–4. С. 73–82.

Martyniuk, N., Cherevko, D. (2015). Rozvytok personalu yak chynnyk pidvyshchennya konkurentospromozhnosti silskohospodarskykh pidpryyemstv [Personnel development as a factor in increasing the competitiveness of agricultural enterprises]. *Ahrarna ekonomika – Agrarian economy*, 8, 3-4, 73-82 [in Ukrainian].

19. Корнійчук Л. Я., Татаренко Н. О. Історія економічних учень: підручник. Київ: КНЕУ, 2001. 564 с.

Korniychuk, L., Tatarenko, N. (2001). *Istoriya ekonomichnykh uchen: pidruchnyk [History of economic students: textbook]*. Kyiv: KNEU [in Ukrainian].

20. Немцов В. Д., Довгань Л. Є. Стратегічний менеджмент: навч. посібник. Київ: Експрес-Поліграф, 2002. 560 с.

Nemtsov, V., Dovhan, L. (2002). *Stratehichnyu menedzhment: navch. posibnyk [Strategic management: academic. manual]*. Kyiv: Express-Polygraph [in Ukrainian].

21. Харун О. А. Конкурентоспроможність персоналу підприємства в контексті розвитку трудового потенціалу. *Економіка суб'єктів господарювання*. 2016. № 14. С. 62–73.

Kharun, O. (2016). Konkurentospromozhnist personalu pidpryyemstva v konteksti rozvytku trudovoho potentsialu [Competitiveness of enterprise personnel in the context of developing labor potential]. *Ekonomika subyektiv hospodaryuvannya – Economy of government subjects*, 14, 62-73 [in Ukrainian].

Михайлова Олена Валентинівна, канд. екон. наук, кафедра економіки та бізнесу, Державний біотехнологічний університет; e-mail: emi030865@gmail.com.

Mykhailova Olena, PhD in Economics, Department of Economics and Business, State Biotechnological University; e-mail: emi030865@gmail.com.

Волосов Анатолій Михайлович, канд. екон. наук, кафедра економіки та бізнесу, Державний біотехнологічний університет; e-mail: volosov63@gmail.com.

Volosov Anatoly, PhD in Economics, Department of Economics and Business, State Biotechnological University; e-mail: volosov63@gmail.com.

Мальцева Анжеліка Євгенівна, студентка, факультет економічних відносин та фінансів, Державний біотехнологічний університет; e-mail: lika033ru@gmail.com.

Maltseva Anzhelika, student, Faculty of Economic Relations and Finance, State Biotechnological University; e-mail: lika033ru@gmail.com.