

THEORETICAL APPROACHES TO FORMATION OF THE MECHANISM OF QUALITY ASSURANCE OF HUMAN RESOURCES OF THE MACHINE-BUILDING ENTERPRISES

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Abstract. Theoretical approaches to improving the mechanism of quality assurance of human resources of the machine-building enterprises are formed. It is established that the basis of theoretical approaches to the mechanism of quality assurance of staff of the machine-building enterprises is the staff. A generalized definition of staff quality is provided. It is determined that the effectiveness of human resources quality management, the most complete implementation of the goals largely depend on the construction of a mechanism for staff quality assurance. It is proved that the goals of quality management should be taken into account in financial management from the standpoint of optimizing the cost of quality: staff performing processes and on which the work of the entire enterprise depends; resources purchased and used to manufacture products or perform services or works; management that affects the processes, projects and quality work of employees in the enterprise. The influence of the life cycle of staff quality assurance on the results of the enterprise, as well as on the state budget, internal and external labor market is studied. It is established that most of the analyzed methodological approaches to assessing the quality of human resources are based on the methodology of economic analysis of economic activity of the machine-building enterprises using such basic criteria as "effectiveness" and "efficiency". It is established that the comprehensive application of the basic principles of training and motivation in the organization is a defining prerequisite for staff development as a necessary component of quality assurance of enterprise management.

Keywords: machine-building enterprises, enterprise management, mechanism, management, quality of human resources.

JEL Classification: J24, J50

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Introduction. In a market economy, the successful economic activity of enterprises directly depends on the quality of staff training. The radical changes that have taken place in the system of functioning of domestic machine-building enterprises of Ukraine have created a great need for new managerial knowledge, increased interest in the system of human resources formation with high professional and qualification characteristics, focused on achieving the ultimate goal.

The formation of a mechanism for training competent personnel capable of productive work in market conditions, its rational structural and spatial location, changing the culture of enterprise management, ultimately, depends on the effectiveness of human resources management and is the key to success of the machine-building enterprises. Without motivated and qualified employees, machine-building enterprises are not able to create well-functioning systems of marketing, sales, finance, or production activities. The formation of a mechanism for ensuring the quality of human resources of the machine-building enterprises becomes especially relevant in today's global competition, when products, technologies, operating methods and even organizational structures are aging at an unprecedented

rate, and knowledge, skills and ability to learn become the main source of long-term prosperity.

Literature review. The researched issues related to the formation of the mechanism for ensuring the quality of human resources of the machine-building enterprises are extremely relevant today, but insufficiently disclosed. Leading domestic and foreign specialists, in particular Ambler T., Backhaus K., Barrow S., Krykhtina Yu., Krushelnytska O., Melnychuk D., Palamarchuk I., Ryzhko O., Tikko S., Chen S., Yampolsky D. and others studied the mechanism of personnel quality assurance. A review of the scientific literature made it possible to show the ambiguity of approaches to determining the mechanism for ensuring the quality of human resources of the machine-building enterprises.

Krushelnytska O. V. interprets the term "quality of human resources" in the context of human adaptation to changes in the environment [4]. According to Ryzhko O. and Palamarchuk I., the mechanism of ensuring the quality of personnel is realized in the mutual adaptation of the worker and the organization, which is based on the gradual operation of the cooperative economic working conditions [6, p. 149]. From the point of view of Chen S., the process of cognition of branches of government, the process of achieving doctrines adopted in the organization, the learning process, awareness of what is important in this organization or its departments cognition of learning [3]. As Ambler T., Barrow S. emphasize, staff quality assurance is the ability of any system to respond to the environment and change its behavior for optimal functioning [1, p. 203].

Despite numerous studies by foreign researchers and the work of domestic scientists and practitioners, there is a need to improve the mechanism for ensuring the quality of human resources of the machine-building enterprises.

Aims. The aim of the study is to form theoretical approaches to improving the mechanism of ensuring the quality of human resources of the machine-building enterprises.

Methods. During the substantiation of theoretical aspects of the research the methods of generalization, analysis and synthesis were used; methods of economic and system analysis were used during the design and generalization of the conducted research and the obtained results.

Results. In a market economy, the problem of quality is the most important factor in improving living standards, economic, social and environmental security. Quality is a complex concept that characterizes the effectiveness of all stages of activity: strategy development, production organization, marketing, etc. The most important component of the whole quality system is the quality of production [2, p. 511].

The quality of the manufacturer and the consumer - the concepts are interdependent. The manufacturer must take care of the quality throughout the consumption period of the product. In addition, it must provide the necessary after-sales service. This is especially important for products that are difficult to operate, software products.

Let's move on to clarifying the concept of quality. In the literature, the concept of quality is interpreted differently. However, the main origin in the concepts of quality lies between its understanding in terms of command-administrative and market economy. In the command-administrative economy, quality is interpreted from the position of the teacher. In the market economy, quality is viewed from the standpoint of the consumer [4].

First of all, it should be mentioned that the quality of the enterprise depends on the quality of the project (often called the technical level), i.e. the level of quality requirements set (selected) by the developer or manufacturer in the design and technological documentation; business processes, their ability to implement the established quality requirements.

Business processes include the following processes: basic processes (planning, marketing, development, procurement, manufacture, supply and maintenance); service processes (installation, adjustment and repair of the equipment, transport, communication, power supply, work with the personnel, documentation, etc.); quality control processes (goods, production processes, personnel, resources, management). In order to be able to set a high level of quality requirements and use the necessary processes, staff and resources, it is necessary to have the appropriate financial capacity. Therefore, the objectives of quality management should also be taken into account in financial management from the standpoint of optimizing the cost of quality: staff performing processes and on which depends the work of the entire enterprise; resources purchased and used for the manufacture of products or services or works (raw materials, components, premises, process equipment, tools, measuring instruments, office equipment, software, subcontracting services and works, etc.); management that affects the processes, projects and quality work of employees in the enterprise. Thus, quality is a complex concept that reflects the effectiveness of all stages of the enterprise.

The need to ensure the life cycle of quality of employees of enterprises necessitates the development and implementation of programs to improve it. To solve this problem, it is necessary, in particular, to pay attention to the fact that the quality of employees depends largely on the state of each of its components and requires improvement of existing and development of new scientifically sound theoretical and methodological provisions, the implementation of which will contribute to this provision is more effective to do in stages, from training in higher education to retraining and its improvement, which will increase the economic development of the enterprise. Only under such conditions it is possible to achieve the creation of competitive jobs at the enterprises of Ukraine, which is a guarantee of attracting highly professional specialists [2].

The analysis of theoretical achievements of scientists and practice of work of the enterprises of mechanical engineering allowed to draw a conclusion that the question of a life cycle of maintenance of quality of human resources of the enterprise was not considered in general. It requires additional research, the sequence of stages of its formation and implementation.

The life cycle of staff quality assurance is the time during which labor resources go through successive stages (phases) of management, which affect the internal and external development of the enterprise for the economic and efficient functioning of the state in a competitive environment.

This definition makes it possible to understand what is needed (what stages) for the effective functioning of the enterprise or to increase its competitiveness. Thus, the life cycle of staff quality is the most important factor for the effective development of the enterprise, because effective management and investment in development, training and retraining is the key to profitability, not only economically but also socially, in terms of protection, motivation and employee incentives.

Life cycle management of the quality of human resources is not only an internal problem of the enterprise, although it ensures compliance with the current state of the internal environment to the established requirements (standards), the definition of which is the task of trade unions in state-owned enterprises. In turn, the state ensures the implementation of relations that arise in the process of implementing such standards through the regulatory framework (Labor Code of Ukraine) [1]. The impact of the life cycle of staff quality assurance not only on the results of the enterprise, but also on the state budget, internal and external labor market.

The paper substantiates the position that the quality of staff is one of the main factors of efficiency of economic activity of enterprises. The concept of "quality of human resources of the machine-building enterprises", which is interpreted in the work as a property (ability) of management activities related to human leadership, skillful use of their work, intellectual abilities, motives for defining business goals and objectives, creating a management mechanism for developing plans, formulating appropriate rules and procedures to ensure the maximum economic and social effect of the enterprise, as well as increase the welfare of employees.

It is established that most of the analyzed methodological approaches to assessing the quality of staff are based on the methodology of economic analysis of economic activity of the machine-building enterprises using such basic criteria as "effectiveness" and "efficiency". The key factor influencing the quality of human resources of enterprises are managers with their inherent professional and business qualities. Undoubtedly, the latter are acquired and improved in the process of practical work, but in modern conditions the basis of these qualities should be general and professional training, systematic training, the effectiveness of which is determined by the degree of employee interest in obtaining relevant knowledge. High quality of the final results of the employee's activity is possible under the conditions of conformity of his knowledge, skills and abilities of the work he would like to perform and is performing. It is established that the comprehensive application of the basic principles of training and motivation in the organization is a defining prerequisite for staff development as a necessary component of quality assurance of enterprise management. It is established that low quality of staff is one of the most painful problems of the Ukrainian economy and machine-building economy, in particular, which is the reason for insufficient intensity of investment processes and low indicators of economic growth.

The more effective the mechanism for ensuring the quality of human resources, the stronger its stimulating effect on the production process, the lower the cost of living and material labor satisfies market demand.

This is possible with such production management, which is able to ensure the rationality of the combination of administrative and socio-economic incentives. These incentives, on the one hand, should allow the independence of production units in setting goals, choosing and implementing the means to achieve them, as well as economic responsibility for the proper quality of production and the degree of achievement of the ultimate goal. On the other hand, the motivational mechanism and incentives should be flexible and focused on each employee, employee, manager.

In these circumstances, the task before management is to create such conditions in which subordinates working for the success of the enterprise can easily meet their needs or at least be confident in the possibility of doing so. Because as long as people think they are getting a fair reward, or at least related to the expected degree of satisfaction of their needs, they will work accordingly. It should be borne in mind that effective motivation, acceptable to all, is in principle impossible, because human values, needs and expectations are purely individual. One employee needs money, another - praise, the third - recognition, the fourth - self-expression and self-affirmation, and the fifth - needs all of the above and in large quantities [3].

Currently, when the majority of the population of Ukraine is in a difficult situation, the main stimulus is material interest. Moreover, the specifics of the situation now are such that a working person, even with a meager salary, is significantly different from a non-working person. The very fact of a person's employment significantly raises his prestige in his own eyes and in the eyes of the unemployed.

World experience shows that the reward should be directly related to the activities that lead the company to success. At the same time, each employee of the organization must explicitly and timely receive their predetermined part of the total amount of earnings, associated with public recognition. However, humanity has not yet come up with a comprehensive, integrated formula for motivation for all occasions.

Discussion. In modern research, one can find a large number of different interpretations of such macroeconomic categories as "labor resources", "human capital", "staff", "intellectual capital" and "labor potential". The essence of the concept of "staff", on the other hand, is not considered even by those modern scientists in whose works it is the subject of research.

Due to the above-described essence of staff, we will reveal the specifics of the mechanism of human resources management, which is a special type of activity that requires special functions and the presence of special qualities in those people who are engaged in this activity. People management requires a creative (rather than mechanical) approach, individualization and consideration of the long term in all decisions.

The essence of the human resources management mechanism is to treat people as a competitive value that should be directed, motivated, placed and developed

together with other resources in order to directly contribute to the achievement of the strategic goal. This definition successfully reproduces the importance of the relationship between human resource management and the goals of the organization. Human resources should be used to meet the needs of the organization to fulfill its purpose, not just to fill a vacancy [2].

Conclusions. That is, the basis of theoretical approaches to the mechanism of quality assurance of staff of the machine-building enterprises, which develop it and bring profit, as well as bring to the international market is the staff. Despite the fact that this category has a very large number of such concepts, this category is the broadest, and for the economic security of the enterprise and for its further operation use the category of human resources development. Summarizing all the above definitions, it is proposed to understand the "quality of staff" as an organized, managerial, innovative and motivational impact on changing and improving the structure of the labor potential of the enterprise, carried out using methods, tools and management principles and providing quality, targeted enterprises in order to bring it into line with its actual state. The effectiveness of human resources quality management, the most complete implementation of the goals largely depend on the construction of a mechanism for staff quality assurance.

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