



## KAPITEL 6 / CHAPTER 6<sup>6</sup> IMPROVEMENT OF FORMATION AND DEVELOPMENT OF HUMAN RESOURCES

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### **Introduction.**

In conditions of constant transformations of the market environment, one of the key prerequisites for the effective functioning of an enterprise is its ability to quickly adapt to external challenges and changes. For this, it is necessary not only to rationally use available resources, but also to form its own development potential, which covers all areas of the organization's activity - from financial to personnel. At the same time, it is the human resource potential that acts as the core of the entire management system, because a person is not only the executor of tasks, but also the main carrier of knowledge, experience, competencies and organizational culture of the enterprise.

According to many scientists, it is employees who constitute the main wealth of the organization, and the efficiency of using their potential determines the competitiveness of the enterprise in the market. In modern management, human capital is treated not simply as a “resource”, but as a strategic asset capable of self-development, learning and innovative activity, which provides the enterprise with long-term competitive advantages [1-3].

Among all the components of the enterprise's potential, personnel is the only one that can actively and independently respond to external changes. It is the personnel that creates the basis for the formation of organizational flexibility, ensuring innovation and sustainable development of the enterprise in the long term.

For a deeper understanding of the essence of the concept of “human resource potential of the enterprise”, it is advisable to distinguish between related categories – “labor resources” and “labor potential”.

Labor resources are a part of the population that, due to its physical, intellectual and psychophysiological characteristics, is able to participate in the process of social

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production. O.S. Fedonin, I.M. Repina and O.I. Oleksiuk define them as an economically active, able-bodied part of the population that has the necessary knowledge and skills to participate in economic activity. A.Ya. Kibanov specifies that labor resources include individuals capable of producing material goods or providing services, taking into account the level of their psychophysical and professional qualities [4-8].

### 6.1 The essence, structure and significance of the enterprise's human resources potential

Labor potential, unlike labor resources, characterizes not only the presence of a certain number of employees, but also their ability to achieve high results, effectively use knowledge, skills and experience. This is an integrated characteristic of an employee, which reflects the possibility of labor activity of a certain level of intensity and quality. Thus, labor potential is dynamic in nature and is formed under the influence of education, motivation, working conditions, organizational culture and management level. For the convenience of comparing the main approaches to interpreting concepts, it is advisable to summarize them in Table 1.

**Table 1 - Comparison of the concepts of "labor resources", "labor potential" and "human resource potential"**

Category	Meaningful definition	Characteristics
Labor resources	The total working population that has the physical and intellectual capabilities for work.	Static category, reflects the quantitative side of human resources.
Labor potential.	The ability of employees to effectively use knowledge, skills, experience and creative abilities in work activities.	A dynamic category, reflecting the qualitative side of work.
Human resource potential	An integral characteristic of an enterprise's personnel that determines the possibilities of its development, adaptation and achievement of strategic goals.	A system category that combines professional, intellectual, motivational and moral and ethical characteristics.



Thus, the personnel potential of an enterprise is a higher level of development of labor potential, since it takes into account not only the presence of employees and their qualifications, but also the ability to self-organize, innovative thinking, teamwork and participation in the strategic development of the enterprise.

Thus, it is appropriate to define personnel potential as a set of professional, intellectual, psychological, motivational and social capabilities of personnel that ensure the achievement of the strategic goals of the enterprise and increase its competitiveness [9].

It is through personnel potential that all other components of the organization's potential are realized - production, financial, innovative and managerial, which makes it a key factor in the sustainable development of service enterprises.

In modern economic literature, the concept of "labor potential" is interpreted from different positions, which reflects the multidimensionality of its economic, social and managerial nature. The term "potential" itself comes from the Latin *potentia* - "strength", "power", which emphasizes its dynamic and resource content. In the "Economic Encyclopedic Dictionary" edited by S.M. Mocherny, potential is defined as the resources available to an economic entity, their optimal structure and the ability to effectively use them to achieve the set goals [11-12].

The concept of "labor potential" emerged in scientific discourse in the 1980s in connection with the reorientation of the economy towards intensive development and the revision of the role of man in the system of industrial relations. Its emergence reflected the awareness of the importance of the human factor as the main driver of socio-economic progress. Labor potential was considered as an integrated system, including three subsystems - demographic, economic and social, united by a single basis of labor activity.

The prerequisites for the formation of the concept of labor potential were complex:

- demographic - associated with crisis processes in the population structure, declining birth rates, increased migration;
- economic - caused by the need to coordinate the pace of creating new jobs with



increasing labor productivity;

- social - due to the awareness of the limited human resources and the importance of social development as a factor of sustainable economic growth.

The introduction of the term "labor potential" into scientific circulation meant a departure from the traditional view of a person as a resource of production and the recognition of his intellectual, educational, cultural and creative components as the strategic capital of society.

In the structure of economic relations, the labor potential of society, region, enterprise and individual employee are distinguished. At the enterprise level, according to the definition of O.S. Fedonin, labor potential reflects the expected labor opportunities, which are determined by the number of personnel, age, qualification, professional structures and other characteristics of the team. The carrier of this potential is the labor team - a set of employees united by joint labor relations regardless of the form of employment[15].

At the individual level, the labor potential of an employee is considered as a set of physical, intellectual, moral-psychological and creative qualities of a person, which determine his ability to achieve certain results in the labor process.

Therefore, labor potential can be generally defined as a set of labor capabilities of a person or a team, which are formed under the influence of socio-economic, psychological and organizational factors and ensure effective participation in economic activity.

Human resource potential, as a component of the labor potential of an enterprise, is considered more specifically - within a certain business entity, where it reflects the capabilities of the team to achieve strategic goals, ensure stability, competitiveness and innovative development.

The analysis conducted allows us to conclude that the concept of "human resource potential" has a complex meaning: it combines a quantitative component (number, age structure, professional qualifications) and a qualitative one (intellectual abilities, communication skills, value orientations, motivation).

Thus, human resource potential can be considered as an integral characteristic of



personnel, which determines the ability of the enterprise to achieve strategic goals through the effective use of human capital.

Summarizing the results of the analysis of scientific approaches to the definition of the concepts of "labor potential" and "human resource potential", it should be noted that they are interrelated, but not identical categories. If labor potential reflects the general set of capabilities of a person or a team for labor activity, then human resource potential specifies these capabilities within a certain organization, determining the level of professional, intellectual and creative abilities of personnel necessary for the implementation of the strategic goals of the enterprise[13].

The category of "human resource potential" covers not only the existing personnel, but also the potential capabilities of personnel for development, self-improvement, innovative activity and effective interaction in the team. Unlike the concept of "human resources", which has a static content, human resource potential is a dynamic formation that includes elements of mobility, adaptability, sociability and creativity. It is precisely because of these characteristics that it acts as an important management object and a key factor in the competitiveness of a service enterprise.

Human resource potential, as a systemic concept, combines quantitative, qualitative and functional elements, including:

- quantitative (number, structure, age and qualification characteristics of personnel, level of staff turnover, ratio of wages to market indicators);
- qualitative (health, level of education, professional training, competence, intellectual abilities, motivation, activity);
- managerial (human resource policy system, effectiveness of personnel management, organizational culture).

Therefore, human resource potential should be considered as an integral characteristic of personnel's labor capabilities, which determines the ability of the enterprise to function effectively, adapt to changes in the external environment and achieve strategic goals. For such enterprises operating in the service sector and dependent on the quality of human capital, the formation and development of human resource potential is not only a condition for stable development, but also the main tool



for strengthening market positions and increasing competitiveness.

In the context of the modern concept of human resources management, the decisive factor in the efficiency of an enterprise's economic activity is the quality of human capital - the level of professional qualifications, the intellectual potential of personnel, the degree of innovative activity, high-level motivation, the ability to self-development and self-improvement. At the same time, the formation of favorable conditions for the socio-psychological and professional development of employees at the enterprise is no less important.

According to this concept, the human resource potential of an enterprise should be considered as a set of realized and potential capabilities of personnel that ensure the achievement of both current and strategic goals of the organization with the required level of efficiency. Thus, personnel act not only as performers of operational tasks, but as active carriers of creative, intellectual and organizational energy, on which the competitiveness of the enterprise directly depends[14].

The key elements that form the human resource potential of an organization include:

- paid labor activity of personnel, the result of which is the creation of goods, services or works that have market value;

- intellectual property created by employees within the framework of labor duties, which can be reflected in the accounting data of the enterprise (new technologies, patents, copyrights, etc.);

- intellectual property that is not reflected in the balance sheet, but has high intangible value - business reputation, professional connections, personal brand of employees;

- the organizational culture of the enterprise, which combines a system of formal and informal norms, corporate values, management traditions, communicative models and principles of interaction in the labor collective.

The development of human resources involves improving the qualifications of personnel, updating knowledge, improving skills, forming career motivation and implementing a system for assessing the contribution of each employee to the final



results of activity. This makes it possible to form a flexible personnel policy focused on the development of competencies, retaining talented specialists and strengthening corporate identity.

## **6.2 The role of effective management in the formation of the human resources potential of a service enterprise**

Effective management is a basic factor in the formation and development of the human resources potential of service enterprises, since it is management activity that determines the directions, methods and tools for implementing human resources policy. In modern conditions of market competition and constant changes in the external environment, managers must not only organize the work of personnel, but also create a system that contributes to the disclosure of the professional, intellectual and creative potential of employees.

Personnel management in the service sector is characterized by a high degree of social interaction, dependence on the competence and service culture of employees. Therefore, management here acts as a mechanism for coordinating human resources, developing motivational mechanisms and increasing labor efficiency. In the fitness industry, management decisions affect not only the quality of services, but also customer satisfaction, brand reputation, the level of staff retention and the client base.

Management in the formation of human resources performs a number of key functions:

planning the personnel structure, determining personnel needs in accordance with the strategic goals of the enterprise;

organizing a system of selection, training, certification and adaptation of employees;

motivating personnel through a system of material and non-material incentives;

monitoring work results, assessing the effectiveness of personnel activities and timely correction of management decisions.

For service enterprises, it is important not only to manage personnel as a resource,



but also to form a corporate culture that ensures team cohesion, increasing the level of trust between management and employees, and developing team interaction. These elements create the intangible basis of human resources potential - intellectual, psychological and emotional[3].

Effective management also determines the areas of development of human resources potential, including:

- continuous staff training;
- improvement of the competence assessment system;
- formation of a reserve for management positions;
- implementation of the principles of coaching and mentoring;
- creation of a flexible motivation system adapted to the specifics of the service sector.

According to modern researchers, effective human resources management consists in the ability of management to transform human potential into a strategic advantage of the enterprise. This is achieved through the implementation of the principles of strategic human resources management, where the key role is played by harmonizing the goals of the organization and employees, developing their competencies and increasing the level of involvement in joint activities.

In the context of activity, effective management must take into account the specifics of the industry - flexible forms of employment (in particular, the work of trainers under CPC contracts), seasonality of demand and the need to maintain a permanent clientele. This requires a clear system of motivation, constant training of personnel in service standards and development of communication culture. A high level of managerial competence of the manager in such conditions becomes a determining factor in maintaining the stability of the team and improving the quality of services. Therefore, the role of effective management in the formation of the personnel potential of a service enterprise consists in creating a holistic personnel management system that ensures not only the selection of qualified personnel, but also the development of their abilities, the formation of corporate values and long-term motivation to work. It is management decisions focused on the development of



human capital that become the basis of competitiveness and sustainable development of the enterprise. In the management system of service enterprises, in particular the fitness industry, human resource potential is formed under the influence of a complex of management decisions that cover all stages of work with personnel - from recruitment to the development of corporate culture. Effective management acts as an integrating mechanism that combines resources, goals and competencies of employees into a single system of strategic human capital management[11].

Human resource management in the service sector requires a combination of classic management tools with new, flexible and technologically oriented solutions. Complexity of management involves the integration of assessment, development, motivation and career planning into a single system that works for the strategic goals of the enterprise.

In modern conditions, it is effective management, capable of synthesizing economic, social and technological approaches, that determines the competitiveness of a service enterprise. For such organizations, this means the need to transition to a model of adaptive human resource management, where the main resource for development is not financial or material assets, but the competence, creativity and loyalty of employees.

The conducted research allows us to state that effective management is a key factor in the formation, development and preservation of the human resource potential of a service enterprise. Its role is not only to ensure high-quality personnel selection or organization of the labor process, but primarily to create an environment that promotes professional growth, self-realization and long-term motivation of employees.

Effective management forms human resource potential through the integration of such management components as planning, organization, motivation, control and development of personnel. In the service sector, where the result of activities directly depends on the human factor, it is management decisions that determine the quality of service, the level of customer satisfaction and the stability of the company's competitive positions.

An important direction for improving management is the digitalization of HR



processes - the introduction of modern information systems, analytical tools and platforms for managing competencies and labor productivity. Such technologies not only simplify administrative functions, but also increase the validity of personnel decisions, contribute to the transparency of employee evaluation and personalization of training [16].

At the same time, the effectiveness of human resources management is also determined by the human dimension of management - the development of corporate culture, partnership between management and personnel, psychological support of the team, the formation of a sense of common purpose. This is especially relevant for service enterprises, where the quality of human communication directly affects the results of activities.

Thus, the role of effective management in the formation of human resources potential is to combine a strategic vision with flexible HR practices focused on the development of competencies, initiative and responsibility of employees. This approach provides the enterprise with a long-term competitive advantage, increases its resilience to external challenges and creates a basis for innovative development in the service sector.