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M.V. Lopatin, V.K. Potemkin**PROFESSIONAL CAPACITY OF ENTERPRISE WORKERS****М.В. Лопатин, В.К. Потемкин****ПРОФЕССИОНАЛЬНЫЕ КОМПЕТЕНЦИИ РАБОТНИКОВ
ПРОМЫШЛЕННЫХ ПРЕДПРИЯТИЙ**

The article is defined the problem of employee's professional capacity growth. The work purpose consist in understanding correlation among organizational development of industrial employees' professional skills. The article also discussed the problems of differentiation of professional competencies by type of work.

INDUSTRIAL ENTERPRISES. PROFESSIONAL COMPETENCIES. DIFFERENTIATION OF PROFESSIONAL COMPETENCIES.

Сформулирована задача роста профессиональной компетенции работников промышленных предприятий. Исследована взаимосвязь организационного развития промышленных предприятий и роста профессиональных компетенций работников. Обсуждены вопросы дифференциации профессиональных компетенций по видам выполняемых работ.

ПРОМЫШЛЕННЫЕ ПРЕДПРИЯТИЯ. ПРОФЕССИОНАЛЬНЫЕ КОМПЕТЕНЦИИ РАБОТНИКОВ. ДИФФЕРЕНЦИАЦИЯ ПРОФЕССИОНАЛЬНЫХ КОМПЕТЕНЦИЙ.

Current theoretical and empirical research of the problem of employees' professional competence defines competences as part of mental actions based on various staff functions and their involvement in production, as personal qualities of an individual influenced by external and internal environment of enterprises, as a value orientation to improve the level and quality of life, as a motivation of the development of organizational culture, as socio-psychological perception of their place in the professional structure of a company, as the ability to adapt to changing work conditions.

This definition of the competencies characterizes employee in the following areas:

- respect the dignity of another person and maintain personal dignity in a variety of situations of social interaction (domestic, professional, social), e.g. personal culture, self-control;
- adequate appearance, behavior and communication in the situations of domestic, professional, social interaction, that is culture of life, work, leisure, healthy lifestyle and communication;
- compliance with the ethno-socio-cultural traditions, customs, norms and etiquette in mono- and cross-cultural interaction, e.g. normative cultural behavior and etiquette;
- current ability to use individual knowledge (human, natural, economic, political, legal, etc.),

acquired within upper secondary and higher education in the process of solving problems of social interaction, e.g. intellectual and objective activity culture;

- actualization the need of satisfaction and continuance of personal socio-cultural (moral, intellectual, aesthetic, etc.) and self-development, that is culture of self-regulation, personal self-evaluation;

- orientation to the basic values and prevailing in the modern world, country and society and preservation of the cultural heritage of the countries, (painting, music, literature, architecture, etc.);

- social responsibility and the responsibility for the welfare of others, that is, culture of social existence.

In turn, the term «professional» refers to the development and application of employees' skills in the workplace. Factors that ensure the employee's work are as follows:

- organizational and economic factors associated with the labor organization, the legal form of the company, its organizational structure, communicational system, the production organization, economic conditions and peculiarities of the economy, the structure of the production cost and allocation of profits, approaches to workers' remuneration, etc. These factors affect the organization of labor and production, minimization of labor costs and valuation of work, etc.;

– administrative and managerial factors associated with administrative management methods, with control functions features, the choice of principles and methods, with the complex regulatory and legislative acts defining the workers duties, rights, responsibilities, relationship «power structures» and the hierarchy of the system. These factors characterize the parameters of Business Administration:

– technical and technological factors determine the scope of the activities of engineering and technology departments and characterize the impact of hardware on workers' somatic and psychological state, their social self esteem;

– organizational and legal factors related to the application of modern legislation in labor relations, working conditions are reflected in the documents on labor relations. They define the regulatory requirements of work processes;

– specific factors: group and personal. Group factors are associated with the process of socialization, with its demand to work in the group, to play roles, to cooperate, to feel concern and care for others, to assign roles among its members, to set their status enforcing group norms and rules, thus ensuring its sustainability and group goals achievement. Personal factors reflect the system essence of human personality, its uniqueness and conditionality.

Professional competence are formed and implemented in the activities of specific companies influenced by the external and internal environment.

Ambient operation of enterprises is a system of institutions and organizations that regulate and ensure their activities.

Internal environment is a collection of elements of in-process control including the following parts:

– working conditions (occupational health and work safety, working place as a place of passing the time, psychophysiology of work, labor ergonomics, technical aesthetics);

– labor and social relations (the analysis and control of group and interpersonal relations, culture of management and decision making, management of the interaction with employees, the management of industrial conflicts and stress, socio-psychological diagnosis, intra-culture and PR-action work with the staff, the quality of labor life);

– administration: formalization and documentation of recruitment procedures, rotation, release, etc.; formation and controlling of electronic databases;

information and staffing solutions; archiving and storage; information availability change concerning the basic conditions of employment;

– planning and Forecasting: philosophy management development and core HR strategy, outlook and analysis of the social impact of the activity, the introduction of rules, management solutions for social and labor relations, monitoring and analysis of the labor market, the identification of staffing needs, implementation of interrelationships with external sources of employment, the relationships with distribution channels and information, a description of jobs places, the formation of the profile requirements;

– employment: attracting candidates, evaluation of candidates' skills, staff rate;

– adaptation: professional, social, and psychological adaptation of new employees, rotation and dismissal);

– development: (current and prospective training needs, the formation of training programs, the organization and provision of learning, management of investment in staff career planning and control, probationers, students with grants', planning, preparation and release through rotation, dismissal, retirement;

– motivation and stimulation: identifying motivation and stimulation areas; regulation of the labor process and labor payment by results', development of the system of material, non-material incentives and promotion; development of the system of staff participation in the profits and capital;

– legal support of personnel work: legal regulation of labor relations; the development of organizational administrative documents on personnel management; regulation of disputes in labor relations, coordination of the legal regulation of labor relations with other professional and functional groups;

– security and trade secrets: development of triangle requirements and schemes regime; security and commercial secrets; formation of the list of information constituting trade secrets, the introduction of regime schemes, security, and trade secrets;

– social security and infrastructure (catering organization; the organization of health and recreation; public service organization; coordination and management of the individual elements of social infrastructure;

– evaluation of the work and activities: development of assessment and of evaluation procedures, organization and coordination of the evaluation; development and application of the



assessment results; certification of personnel and evaluation of personal results;

- information flows: information about staff and organizations to be distributed, channels for disseminating information both inside and outside the organization; getting feedback;
- organizational structure and development of the enterprise: the analysis of the structural inconsistencies, changing: the structure, staffing and management.

System operation of large industrial enterprises is in constant development caused by changes in the external environment: political, economic, scientific, technical and social. These changes characterize the forms and methods of using employees professional skills and create the institutional framework for all industrial structures without exception, industrial structures, and vice versa.

This results in: 1) the formation of the enterprise type: sectoral, intersectoral, technologic, multifunctional, innovative, etc., 2) the identification of the needs in professional competence of employees which must be determined prior to the purposes and objectives of the enterprise, 3) the elaboration of the structure and mechanism of interaction among different professional employee groups for solving management problems, 4) social and labor relations among workers ensuring adaptation, interdependence, complementarity, and employees' professional growth.

Also, the features, characterizing the system of company organization, management technology, organizational structure, professional communication procedures of employees, value orientation, and staff must be defined.

Organizational industry development becomes the basis for a detailed analysis of workers' professional competence and their purposes in the medium and the long-term, as well as the necessary management decisions. The concept of «administrative decision» is diverse. It is often used to refer to the sequence of stages of administrative machinery for choosing the most optimal course of action («decision making»).

In management, decision-making is a complex and systematic process which consist of many phases and stages, starting with the problem formulation and ending with completed action (see Fig. 1):

The first stage of this process includes the following steps:

- recognition of the problem;
- formulation of the problem;
- identification of the criteria for a successful solution.

Phase 1. Admission of making decisions
<ul style="list-style-type: none"> – understanding of the problem – interpretation and formulation of the problem
Phase 2. Making decision
<ul style="list-style-type: none"> – indentifying alternatives – estimating alternatives – choosing alternatives
Phase 3. Decision implementation
<ul style="list-style-type: none"> – organization of decision implementation – analysis and control of implementation

Fig. 1. Stage of the decision-making process.

On the basis of previously made decision another new one occurs (if actions concerning this decision have already been over or have deviated from the original one, or have come into conflict with changes in the external environment of the organization).

If the problem of employee's professional capacity growth is defined and it benefits the organization development, the next step requires the interpretation of the mechanism of the appropriate growth in the professional capacity. It is necessary to take into consideration the following aspects of the actions implementation concerning professional competence growth of employees:

- consequences of the problem (capital intensity, efficiency, impact, etc.);
- impact on the organization (what results from solving the problem);
- urgency of the problem and the time constraint;
- reliance of the manager's skills;
- attention to the problem (the motivation and skills of the participants);
- life cycle of a problem (the problem can be solved by itself or in the process of solving other problems).

However, new unique problem often occurs and its solution does not fit into the usual and standard framework. This case requires a creative approach. There are many methods of creative search for alternatives: the so called «brainstorming», suggesting ideas, group analysis of the situation, cause-effect diagram, record of opinions. It is important to understand that the executive manager creates a work atmosphere during the search for alternative decisions.

Decision implementation means the elimination of the origin problem in focus while the decision was made.

Decision implementation includes the coordination of the forces. The top manager should try to avoid potential conflicts, to make people interested in the solutions, to place people in such a way, that they are able to use their abilities as well as possible. To do this, firstly, it is necessary to draw an activity plan turning the decision into reality. The rights and responsibilities should be distributed among the participants. It is important to remember the old rule: «Nothing will happen if there is no responsible person.» To exchange

information, communication network should be build. And owner-member relationship between the parties should be created. Secondly, the conflict of interests should be taken into account. Different methods of empowerment delegation and employee participation contribute to this.

It is worth saying that the company orientation on the growth of employees' professional capacity depends to a large extent, on the leader. Therefore it is necessary to define the leader's skills (see Tab. 1):

Table 1

Professional characteristics of a business leader when ensuring the growth of employees' professional skills

Professional characteristics of a business leader	Professional qualities of a business leader
A. Personality traits of a business leader	
1. Focus on increasing professional skills	Innovative economic thinking, wide professional outlook, communications development, planning, professional networking
2. Orientation to the employees' professional skills development	Recognition of employees' professional competence, openness and attention to staff
3. Activity and rationality in decision making	Active participation in strategic and tactical issues of workers professional capacity growth. Testing, business games, brainstorming sessions to estimate the important professional qualities of workers
4. Openness to change	Critical reflection of their participation in the growth of professional skills of workers. Self-esteem, self-organization and self-development of their professional skills, increasing professional qualifications
Innovative thinking, development of «winner psychology», moral attitudes and ethical behavior	
5. Development of intellectual abilities	Development of professional memory, increasing professional information
6. Economic and social responsibility for decision making	Admission of responsibility for the growth of workers' professional skills and management decisions
7. Planned work.	Formulation of objectives, business contacts, meetings, business meetings, evaluation of employees' professional competence.
Management style and social orientation on management decisions	
8. Purposefulness	Formation of leadership positions, corporate culture, arrangement of good health conditions for workers, provision of a high standard of living for personnel
9. Counteraction against criminalization of industrial relations	Development standards of staff's behavior, management of economic and physical personnel security.
The ability to express their thoughts.	
10. Verbal communication	Expressed in clear and understandable form, consider the level of professional knowledge of workers, avoiding conflicts among the workers
11. The ability to represent and implement professional projects	Use technologies, modern methods of delivery, transfer, formalization of professional information

Table 2

The influence of the labor activity on the development of professional competences of professional capacity of enterprise workers

The elements of the labor activity of the enterprises	The number people marked this characteristic	Доля лиц, marked this characteristic in the sample (in %)	Popularity rank of this characteristic	Men (N 302 people.)	Women (N 198 people)	Under 30 years (N 269 people.)	Between 31–40 years (N 151 people.)	Between 41–50 years (N 54 people.)	over 50s (N 26 people.)
2	3	4	5	6	7	8	9	10	11
1. Big earnings	410	82	I	86	76	88	79	57	85
2. Good relations in the team	370	74	II	81	64	71	75	89	73
3. The possibility to get the apartment, room in the hostel	319	64	III	67	59	67	69	59	11
4. Good working conditions	310	62	III	55	73	58	60	91	54
5. Interesting work	300	60	III	67	49	64	62	46	42
6. Good relations with the leadership	296	5	III	63	54	57	60	67	65
7. The distance from work to home	238	48	IV	38	62	37	57	61	77
8. The possibility to work by profession	220	44	IV	64	14	46	44	41	35
9. Well-organized physical culture and sports activities	194	39	IV	41	36	43	41	28	8
10. The opportunity to upgrade	168	34	V	43	20	34	37	37	4
11. Well-organized medical and health-improving work	167	33	V	27	43	28	35	41	67
12. Well-organized cultural-mass work	165	33	V	35	29	34	35	31	15
13. The opportunity to learn a trade	148	30	V	36	20	37	32	0	0
14. The opportunity of career development	136	27	V	33	18	25	34	31	4
15. Well organized work in various kinds of creative activity, including the rationalization and invention	74	15	VI	20	7	12	21	19	0
16. The possibility to get a place in a children's preschool institution	62	12	VI	1	30	15	14	0	0
17. Outwork or part-time employment	6	1	VII	0	3	0	0	2	19

Thus, the organizational development of industrial enterprises, in the context of the professional actions of leaders, contributes to the growth of the following parameters characterizing professional capacity of employees:

- Vocational qualification level (education, experience, creative approach);
- Business skills (competence, training staff, innovation in the collective decision-making style);

- The complexity of the work (the content of work, diversity and complexity, independence, scale and complexity, additional responsibilities);
- The results of work (quantity, quality, time for the execution of work);

Furthermore, this work package aimed at the growth of professional competencies of employees helps to fix and evaluate all qualifying factors of the performance of an enterprise. For this

purpose, it is necessary to develop job analysis and psychograms.

Job analysis is a description of the social and economic, production and technical, sanitary and hygienic, psychological and other features of the profession and its specifications. Job description identifies and describes the requirements of the professional qualification, groups of jobs and even a separate work place. Reasonability and the scope of this method and the sphere of its application are determined by the costs and the expected results.

A psychogram is the most important part of the job analysis description of professional requirements (skills) for the personal psychological qualities. The content and volume are determined by a professional selection, vocational training, career counseling, and other elements of the personnel policy.

The psychogram comprises the following data sources: documents (instructions, regulations, chronometer tables, description); oral and written surveys of workers including questionnaires, personal observations, laboratory and natural experiments; «flight» (test, target) research and ergonomic studies in the workplace (kinocyclography, electrooculography, telemetry of physiological parameters, electroencephalography, telechronoreflexometry), etc.

The correlation between the organizational development of industrial enterprises and the growth of employees' professional skills involves:

- Obligatory and regular assessment of the personnel's professional qualities;
- Obligatory use of the estimation of professional competencies when making decision about staff promotion, changing their wages, positions and activities, etc.;
- Control over the use of professional skills by the employees in the implementation of particular types of work;
- Differentiation of the growth of professional competence in certain types of work;
- Differentiation of the growth of professional competencies type of work performed.

The differentiation of professional competencies by type of work implies: a) Obligatory and regular assessment of all professionals and workers under control; b) Obligatory use of evaluation results in making decisions about the advancement of employees, changes the payment and bonuses, line of activity, dismissal, etc.; c) Obligatory recommendations made as a result of the evaluation, d) the involvement of specialists and workers in the evaluation and self-evaluation of work; and e) monitoring the use of the personnel, identifying duplication, and eliminating unnecessary links in the control system.

All said above give us the possibility to specify the degree of the influence of vocational labor activity on the development of professional capacity of enterprise workers (Tab. 2).

As a result of the growth of professional competence of employees of enterprises can be: continuous, correlated with the phases of the enterprises life cycle, focused on the implementation of the mission, goals and objectives realization of the enterprise, defined by terms, methods and resources, addressed, considering specific nature and content of the work, resourced; reproducible in view of employee's socio-psychological readiness to changes in the structure and content of the enterprise.

This approach to the development of professional skills of staff caused by the following reasons:

- 1) motive is the reason of the employee's professional and social activities,
- 2) the skills defined the qualifications of employee's professional competence,
- 3) attitudes and values determine the worker's behavior in the industrial sector,
- 4) knowledge provides the real and potential intellectual qualities of employee's professional competence,
- 5) social perception is the perception of reality, thereby sustainable workers health focused on the development of the full range of industrial relations can be created.

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