

UDC 339.9:338.439
JEL Classification: J01

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MULTIDIMENSIONAL MODEL OF DATA FOR ASSESSMENT OF PERSONAL POTENTIAL OF THE ENTERPRISE

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The article focuses on the application of a process approach to managing human resource development. The solution of issues of formation and methodical provision, as well as practical use of the process approach to managing the labor potential of the enterprise on the basis of its reproduction at enterprises of different industries, becomes important. This has determined the choice of topic and the purpose of this study. The purpose of the article is to interpret the process of reproduction of the personnel potential of a trading enterprise in an analytical multidimensional form, which allows, with its use, to justify its proportions and dynamics and to influence it by controlling the revealed laws of changing the characteristics of the personnel potential for making managerial decisions. It was substantiated that the application of the process approach to the management of the development of personnel potential aims at achieving its maximum realization, as well as providing personnel with the possibility of further development and self-realization, subject to a reduction of the general, including time costs. The analysis of literature shows the lack of research into conceptual approaches to the development of personnel potential, since only the essential, technological and procedural aspects of its increase are considered. The model of the reproductive process of development of personnel potential of the enterprise, which describes the most important proportions determining the dynamics of personnel potential development, and can serve as an algorithm for their analysis, is requested. It is proved that the model of reproduction of the personnel potential of a trading enterprise by analytical multidimensional form, characterizes the personnel potential as a dynamic system, which, under other equal conditions, is described by such basic characteristics: a form expressed in the form of a certain design; content that reveals the interaction of system elements; probabilistic states that determine the choice of ways to develop a system from the set of possible; a real worthy state (a specific relationship of form and content) at a certain point in time; spatio-temporal arrangement, characterizing the connection of the internal and external environment of the enterprise.

Keywords: human potential, reproduction process, model, multidimensional form, enterprise, process approach.

DOI: 10.32434/2415-3974-2018-8-2-26-32

Introduction and problem statement

The development of personnel potential, being the phase of the reproductive cycle of the personnel potential as a whole, plays an important reproductive function. It was shown in the research that, according to its characteristics, the process of development of human resources is close to the social reproduction process. The term «social reproduction» indicates that the subject of the study is not relationship with the production, distribution and consumption of the product, the goods, but the relationship with the

reproduction of man and society [1].

Under the reproductive cycle of the process of development of human resources, we propose to understand the consistent, regular, repeating in time changes in certain states of the process, when at each new stage the process acquires fundamentally new features and characteristics, repeating some previously acquired similar features of similar stages [2–6]. Thus, the process of human resource development has a cyclical character. Its movement is the result of solving the contradictions embedded

in the person themselves, in society. Characteristics of the development of human resources, on the one hand, as dynamic and changing, and on the other hand, as relatively autonomous and managed, allow us to talk about the special mechanisms of its implementation. The relevance of our study is that the application of the process approach to management of human resource development aims at achieving its maximum realization, as well as providing personnel with the possibility of further development and self-realization, subject to a reduction in the overall, including time costs.

Analysis and research of publications

As the study showed, there is currently no single understanding of the essence of human resource development. The main approaches when considering the essence and content of the concept of «development of human resources» is process, systemic, functional. Moreover, despite the use of the term «development of human resources», it is very rare to find the definition of this term. At the same time, most specialists, defining this concept, define it in terms of action, that is, what measures they understand under this [7–9]. Other specialists consider the development of staff as a system for continuous improvement of their qualifications or systematically organized process of continuous professional training of employees [10–11]. Thus, Savchenko V.A., Bezsmerntna V.V. distinguish components of personnel development such as: professional training, industrial adaptation, assessment and attestation, career planning, professional qualification promotion, formation of reserve managers [12–13]. According to Makasheva N.P., Nesterova O.A., the development of staff potential is a system of interrelated actions, the main elements of which are education, business career management, personnel reserve formation, personnel rotation, and motivation for intellectual activity [14].

In general, the system of potential development of the personnel of the enterprise, in particular the sphere of services, should consist of a set of elements that contribute to increasing the personnel potential of the enterprise in accordance with its objectives. According to Lutska T.V., the elements of the potential development potential of the personnel of the service sector enterprises are: – an element of the organizational structure (staffing schedule); – elements of human resource development: professional career, rotation, position replacement; – elements of the development of personal potential: retraining, advanced training; – information elements: analysis of the education market, analysis of the supply and demand for education within the enterprise, personalized data on the development of personnel, results of attestation and assessment of personnel performance [15].

One of the reasons for the differences in the

category of «human resource development» is the lack of understanding of practices such as education and training. Training, in the opinion of many experts, involves entering into one or another activity, performing the corresponding duties, and education is free, it includes education, upbringing and development of a person. The difference between education and training is that education and upbringing always assume the final result of the process of human change as a consequence of the «order» of society for this change [16]. In education, the rhythm of change, the zone of immediate development in real time and circumstances is determined by the person who achieves the goal of self-change. The man himself builds the trajectory and the pace of his change, depending on the conditions and self-determination. However, the values of self-determination need to be defined, and educational systems should promote the development of a human culture.

Not identical is the notion of «professional development of personality» and «development of human resources». The system of development of personnel potential is understood as a focused set of informational, educational and job-specific elements that contribute to the skills development of employees of this enterprise in accordance with the objectives of the company's development and the potential and employer inclinations by Tom N. In turn, Marra R. and Schmidt G. consider the development of staff capacity as training and staff training [12]. This understanding narrows the «systemic» understanding of the development of human potential in some ways, but does not deny the thought of Thomas N. Broadly, this concept is considered by Russian scientists, in particular Kibanov A.Y.

Meanwhile, the professional development of human resources should be built on the basis of the main strategic tasks of the business. Enterprises that managed to implement a similar system, by indicators of production efficiency and profitability outstrip their competitors. The essence of strategic development of human resources of the enterprise is determined, first of all, that it is focused on creating an environment for its successful development. An analysis of the domestic literature on the development of human resources potential of the company suggests that this problem has not received adequate coverage. The relationship between the development of human resources potential and the strategy of the enterprise is not taken into account by authors, and the essence of the concept is often defined as a synonym for training personnel. In our opinion, the position of Shekina G.V., where the necessity of the company's rapid response to external changes (globalization, technological changes and customer needs) is taken into account, considers the development of human resources as a continuous process, which is a strategic

tool for increasing the efficiency of business, considering the more correct, in our opinion. Among the foreign authors should be the position of Walton, who proposed the following definition: «strategic development of personnel includes the introduction, removal, modification, management and management of processes and responsibilities in such a way that all individual workers and team members have the knowledge, skills, skills and competence that are needed to meet the current and potential challenges posed by the organization» [17]. The advantage of Walton's definition lies in the fact that it specifies the content of the strategic development of the human resources of the enterprise and defines its purpose. In our opinion, the definition, proposed by R. Harrison, is justified [18]. The author emphasized the critical points and the link between the strategic development of human resources and the organization as a whole. According to R. Harrison, the development of human resources is based on a clear understanding of the abilities and potential of people working in the strategic structure of business as a whole. Strategic development of human resources considers the human resources of the company as the main competitive advantage of the company, which ensures the success of the overall strategy of the enterprise. To understand the essence and necessity of strategic development of personnel potential of an enterprise, it is necessary to clearly define its purpose and tasks. Thus, Michael Armstrong defined the main goal of strategic development of human resources as «creating a coherent and comprehensive model of people's development» [19].

Seven tasks that solve the strategic development of human resources of the company are distinguished by Michael Armstrong: developing strategies for individual training; improving organizational learning and creating a learning organization; knowledge management; formation of intellectual capital; improvement of managerial skills; development of «emotional culture»; development of strategic ability [19].

The analysis of literature shows the lack of research into conceptual approaches to the development of personnel potential, since only the essential, technological and procedural aspects of its increase are considered. It is obvious that in this case, a detailed elaboration of the provisions concerning the peculiarities of the development of the personnel potential of trade enterprises is required. The development of human resources as a process aimed at raising the level of knowledge, abilities, values and increasing motivation of employees to achieve the strategic goals of the enterprise and meet social and personal needs is gaining key value for modern enterprises.

The purpose of the article

Given the relevance of the problem, the purpose of the article was defined: to propose an interpretation of the process of reproduction of the personnel potential of a trading enterprise on an analytical multidimensional form, which, with its use, can be used to substantiate its proportions and dynamics, and to influence it by managing the revealed laws of changing the characteristics of the personnel potential to make managerial decisions.

Presenting main material

Any process, to be called as mentioned, should include the following components:

- 1) unit logical unit – unit, that is what is changing or is in process;
- 2) temporary relations;
- 3) spatial relationships;
- 4) the direction [6].

The trends of the process can be diverse. They can be reduced to four types: direction in time, direction in space, qualitative direction, and quantitative direction [6]. The distinguished directions-characteristics of socio-economic processes give the key to the creation of a comprehensive toolkit for an adequate qualitative objective determination of the state of the object and its factors in the past, present and future in real time.

Extended playback is a multilateral, multidimensional process. For his characterization, Y. Yakovets offers the use of a six-dimensional geometric model, a peculiar «Rubik cube», in which each facet characterizes one of the parties of reproduction: its natural form, reproduction of resources, cost composition, stages of reproduction, its level, unevenness of its development in time (reproduction cycles). In order to present the multidimensionality, diversity of the reproductive process of developing the personnel potential of the retail enterprise, a conceptual model of the reproductive process of developing the personnel potential of the enterprise was developed, in analogy to the existing model of social reproduction, consisting of six faces, each of which characterizes one of the parties of reproduction Fig. 1:

- 1) advanced development of human resources as its result;
- 2) reproduction of resources as its preconditions;
- 3) consumer and cost structure of development;
- 4) play levels;
- 5) stage of reproduction;
- 6) time aspect of playback.

The squares are formed from cell-characteristics, which contain specific values (measurements) that quantitatively characterize the results, or resources necessary for the development of human resources. The presented multidimensional form allows taking advantage of multidimensional

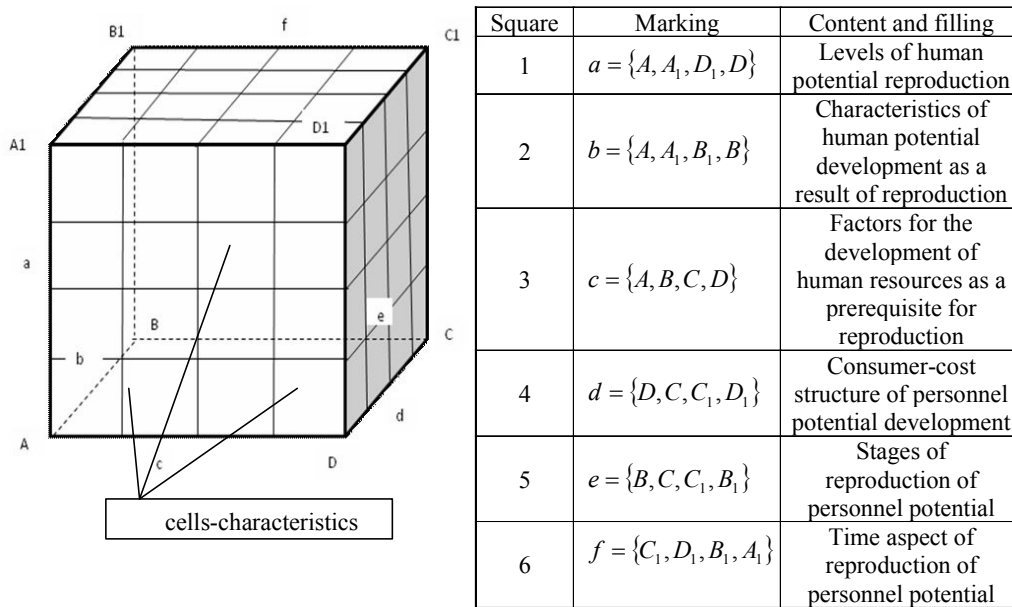


Fig. 1. Interpretation of reproduction of personnel potential of the enterprise by analytical multidimensional form

data analysis (to store, process and visualize information about the results and resources of reproduction of human resources potential of the enterprise) and, based on the results obtained, to decide on further reproduction of human resources.

The first square (a). Depending on the main subjects of restoration, it is proposed to distinguish three levels of personnel potential development at the enterprise: «individual personnel potential», «personnel potential», «personnel potential of the enterprise» [25].

The second square (b). The economic content of expanded personnel potential development is the full development of personality. The essence of this development is to improve and expand the elements of personnel potential: characteristics of the quantitative status, characteristics of the quality state, characteristics of the conditions of implementation, characteristics of use [6]. The accumulation and improvement take place in the process of expanded personnel potential development.

The third square (c). The resources restoration as a precondition of expanded personnel potential development. To ensure the process of human resources restoration is determined by the resource base of the enterprise and the effect of various types of economic and non-economic factors that cause the movement of resources. In our opinion, the restoration of information, labour, financial, material and technical resources can be included to the resource base of restoration [14]. The restoration of the resources, in turn, takes place under the influence of the factors of personnel potential development. We offer the classification of the factors of personnel potential development should contain four groups: individual, systemic, external and internal factors.

The identification of the main factors in the personnel potential development and the signification of their effect level allow defining the ways of improving its quality more clearly, to regulate and develop this process in a given direction. This also makes possible the development of tools for assessing human potential, that is, scientifically based system of indicators and methods for their fixation, in particular for the purpose for evaluating the cost of the enterprise.

The fourth square (d). The consumer cost structure of the personnel potential development of the enterprise. The personnel potential development of enterprise is the unity of three forms: natural (personal), cost and social ones [1]. The natural component characterizes the development of a set of physical abilities, state of health, knowledge, skills, intellectual skills and professional development of employees of the enterprise (providing physiological and spiritual needs of employees, working conditions). The cost structure characterizes the cost of ensuring the satisfaction of the material and spiritual needs of the enterprise team on an expanded scale (the equality of the total income of employees and the size of needs). The social component characterizes the social aspect of the development and functioning of human resources in the certain social conditions.

The extended personnel potential development of the enterprise as a concept arises due to the development and growth of the natural-material form of the human resources of the enterprise in terms of ensuring its cost, social and economic components.

To evaluate the outcome of the interaction of the three forms of personnel potential development of enterprise the development criteria are applied.

We propose three groups of criteria for the personnel potential development: the criteria for the development of an individual component of human resources; the criteria for the development of the technological component of the personnel potential and the criteria for the quality of service. Each group includes a set of natural, cost and social indicators [8,10].

In more detail, the main criteria for the personnel potential development are discussed below. These indicators can be used to assess the level of personnel potential development and the formation of factors of its cost.

The fifth square (e) is the stages of restoration. The stages of personnel potential development are the formation, expansion and stabilization with positive dynamics, stabilization with negative dynamics.

The sixth square (f): time aspect of personnel potential development, characterized by the phases of the life cycle of enterprise development. There is a profound qualitative change in the structure and functioning, the transition to a new development trajectory in the process of the movement of personnel potential in the phases of the life cycle of the enterprise. According to the results of our study, five phases of the company's life cycle were identified: birth, development, maturity, flowering and decline.

The model of the reproductive process of development of personnel potential of the enterprise, which we asked, describes the most important proportions that determine the dynamics of personnel potential development, and can serve as an algorithm for their analysis.

According to O.T. Lebedev and E.I. Gililov, it is absolutely evident that the deformation of the target function of one face of the reproduction process leads to a distortion of the target function of all the following faces. [26]. Each of the faces not only ensures the realization of its own (local) goal, but also determines the achievement of the general target

function, defined as the efficiency of the new reproduction cycle. With a large number of feedback bonds occurring during the reproductive cycle, there is a complicated process of imposing reverse regulatory actions.

In the reproduction process, the purpose of any of the faces can act only as an intermediate, but not the final one. In this system, processes of transformation of the goals of each face occur as the results of the functioning of each of the faces occur, the cyclic reproduction of all intermediate goals, the interaction of the processes of direct motion of the personnel potential with the cyclic mechanism of each of the faces occurs.

The decision support system in the process of reproduction of human resources must, above all, have the means of selecting and providing the user with data in a form that is easy to perceive and analyze. As a rule, the most convenient for analysis are multidimensional data describing reproduction of human resources from several points of view. To describe such sets of data, an interpretation of the reproduction of the personnel potential of an enterprise on an analytical multidimensional form (multidimensional cube) was proposed. On the axes of such a cube are placed parameters, and in the cells – the data (characteristics) dependent on them. Different levels of detail are presented along each axis. Using such a data model allows you to increase the efficiency of working with them: generate complex queries, generate reports, allocate subsets of data, etc.

Due to the detailed structuring of cube information, it allows to quickly analyze data and generate reports in various sections and with an arbitrary depth of detail. The peculiarity of the cubes is that not all elements can be filled in: if there is no information about the meaning in a particular cell, they simply will not be determined. Above the multidimensional data model the following operations can be performed: cut; rotation; consolidation or

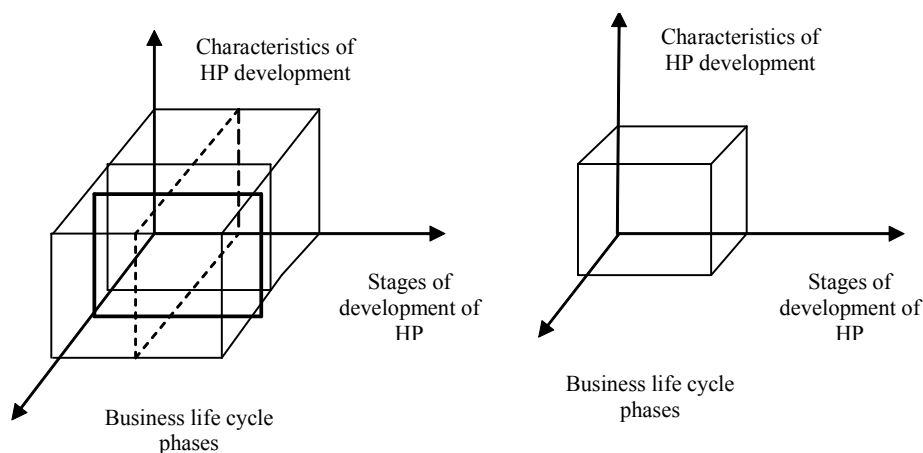


Fig. 2. An example of a section of a multidimensional cube, which provides information on changing the characteristics of the personnel potential, depending on the phases and stages

detailing. The cutoff operation allows you to select from the multidimensional cube the data that correspond to a fixed value of one or more measurement elements. From a single cube a lot of cuts can be created. The cutoffs allow the presentation of information in such a way that it is possible to determine the causes of failures in the process of reproduction of the personnel potential of the enterprise, to identify trends in those or other processes, to construct the corresponding diagrams, which provides the formation of the solution. An example of a cut operation is presented in Fig. 2.

Operation rotation is a change in the location of measurements in space, which may facilitate decision making. For example, measuring the «stage of human resource development», previously presented horizontally, can be rotated and arranged vertically, and the characteristics of the human potential show horizontally.

Perhaps this operation will help to make the right decision. Consolidation and detailing operations are intended either for aggregation of data (generalization) or for their detailing. These operations can be performed through a hierarchy installed among the meters.

The very term «multidimensional cube» is the term used to describe the method. In principle, the number of measurements used can be any one. However, it should be noted that the task with a large number of measurements, firstly, is labor-intensive in terms of its implementation on the PC and, secondly, its understanding and interpretation of the results of the analyst can be complicated and even lead to false decisions.

Therefore, from the methodological point of view, complex tasks requiring the analysis of large-scale data should, as far as possible, be reduced to a few simpler ones.

Conclusions

The analysis of the conceptual model shows that the human potential as a dynamic system under other equal conditions is described by the following main characteristics: 1) a form expressed in the form of a certain design; 2) content that reveals the interaction of system elements; 3) probabilistic states that determine the choice of ways to develop the system from the set of possible; 4) a real worthy state (a specific relationship between form and content) at a certain point in time; 5) spatio-temporal arrangement, characterizing the connection of the internal and external environment of the enterprise. In aggregate, they form numerous vertical-horizontal flows of personnel potential during the stages of the development cycle of personnel potential at each phase of the enterprise's life cycle.

The requested conceptual model of the reproductive process of developing the personnel potential of the company serves as the basis for

building a further objective mechanism for the development of human resources potential of the enterprise.

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Received 10.10.2018

Reviewer: ass. prof., ass. prof. Fedulova S.O.

БАГАТОВИМІРНА МОДЕЛЬ ДАНИХ ДЛЯ ОЦІНЮВАННЯ КАДРОВОГО ПОТЕНЦІАЛУ ПІДПРИЄМСТВА

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У статті основна увага приділена застосуванню процесного підходу до управління розвитком кадрового потенціалу. Вирішення питань формування та методичного забезпечення, а також практичного використання на підприємствах різних галузей процесного підходу до управління трудовим потенціалом підприємства на основі його відтворення, набуває важливого значення. Це і визначило вибір теми та постановку мети даного дослідження. Метою статті є інтерпретація процесу відтворення кадрового потенціалу торговельного підприємства за аналітичною багатовимірною формою, що дозволяє за допомогою її використання обґрунтувати його пропорції і динаміку та впливати шляхом керування виявленими закономірностями зміни характеристик кадрового потенціалу на прийняття управлінських рішень. Обґрунтовано, що застосування процесного підходу до управління розвитком кадрового потенціалу ставить своєю метою досягнення максимальної його реалізації, а також надання можливості кадрам

щодо подальшого розвитку і самореалізації, за умови зниження загальних, у тому числі часових витрат. Аналіз літератури свідчить про відсутність досліджень концептуальних підходів до розвитку потенціалу кадрів, оскільки розглядаються лише сутнісні, технологічні і процедурні аспекти його збільшення. Запропоновано модель відтворювального процесу розвитку кадрового потенціалу підприємства, яка описує найважливіші пропорції, що визначають динаміку розвитку кадрового потенціалу, і може служити алгоритмом їх аналізу. Доведено, що модель відтворення кадрового потенціалу торговельного підприємства за аналітичною багатовимірною формою, характеризує кадровий потенціал як динамічну систему, яка при інших рівних умовах описується такими основними характеристиками: формою, вираженою у вигляді певної конструкції; змістом, що розкриває взаємодію елементів системи; імовірнісними станами, що визначають вибір шляхів розвитку системи з безлічі можливих; реальним достеменним своїм станом (конкретним співвідношенням форми і змісту) в певний момент часу; просторово-часовим розташуванням, що характеризує зв'язок внутрішнього і зовнішнього середовищ підприємства.

Ключові слова: кадровий потенціал, відтворювальний процес, модель, багатовимірна форма, підприємство, процесний підхід.

МНОГОМЕРНАЯ МОДЕЛЬ ДАННЫХ ДЛЯ ОЦЕНКИ КАДРОВОГО ПОТЕНЦИАЛА ПРЕДПРИЯТИЯ

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В статье основное внимание уделено применению процессного подхода к управлению развитием кадрового потенциала. Решения вопросов формирования и методического обеспечения, а также практического использования на предприятиях разных отраслей процессного подхода к управлению трудовым потенциалом предприятия на основе его воспроизводства, приобретает важное значение. Это и определило выбор темы и постановку цели данного исследования. Целью статьи является интерпретация процесса воспроизводства кадрового потенциала торгового предприятия за аналитической многомерной формой, что позволяет с помощью ее использования обосновывать его пропорции и динамику и влиять путем управления выявленными закономерностями изменения характеристик кадрового потенциала на принятие управленческих решений. Обосновано, что применение процессного подхода к управлению развитием кадрового потенциала ставит своей целью достижение максимальной его реализации, а также предоставление возможности кадрам относительно дальнейшего развития и самореализации, при условии снижения общих, в том числе временных расходов. Анализ литературы свидетельствует об отсутствии исследований концептуальных подходов к развитию потенциала кадров, поскольку рассматриваются лишь существенные, технологические и процедурные аспекты их увеличения. Предложена модель воспроизводственного процесса развития кадрового потенциала предприятия, которая описывает важнейшие пропорции, определяющие динамику развития кадрового потенциала, что может служить алгоритмом их анализа. Доказано, что модель воспроизводства кадрового потенциала торгового предприятия за аналитической многомерной формой, характеризует кадровый потенциал как динамическую систему, которая при других равных условиях описывается такими основными характеристиками: формой, выраженной в виде определенной конструкции; содержанием, которое раскрывает взаимодействие элементов системы; вероятностными состояниями, которые определяют выбор путей развития системы из огромного количества возможных; реальным истинным своим состоянием (конкретным соотношением формы и содержания) в определенный момент времени; пространственно-временным расположением, которое характеризует связь внутренней и внешней сред предприятия.

Ключевые слова: кадровый потенциал, воспроизводственный процесс, модель, многомерная форма, предприятие, процессный подход.