

Управління персоналом як інструмент формування конкурентної позиції закладів вищої освіти

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Анотація. На сьогодні ринок освітніх послуг є досить перенасиченим і вимагає більш детального зовнішнього та внутрішнього аналізу діяльності університетів задля розуміння принципів залучення абітурієнтів. Більшість майбутніх здобувачів освіти під час вибору університету для вступу мають певні критерії відбору і одним з головних є якість навчання. Саме тому такий фактор формування конкурентної позиції як рівень підготовки науково-педагогічного складу потребує більш детального розгляду з точки зору управління персоналом. Рівень підготовки науково-педагогічного складу містить у собі не лише набір певних кваліфікацій, а ще й вмотивованість і зацікавленість у проведенні якісних занять. Через специфіку роботи, викладачі найбільш схильні до емоційного вигорання, саме тому керівництву слід завжди мати на увазі ідеї, спрямовані на запобігання вигорання в колективі. Мета роботи – розглянути управління персоналом як інструмент формування конкурентної позиції закладів вищої освіти, розкрити проблему вигорання викладачів та надати рекомендації щодо запобігання цього стану з метою підвищення рівня підготовки науково-педагогічного складу. У ході дослідження були виконанні наступні завдання: розглянуто поняття конкурентної позиції та її особливості; виявлено основні чинники впливу на конкурентну позицію закладів вищої освіти (ЗВО); встановлено необхідність якісного управління персоналом для підвищення рівня підготовки науково-педагогічного складу; розглянуто проблему вигорання як ключову в роботі персоналу закладів вищої освіти; доведено ефективність концепції well-being і необхідність її застосування як складової частини процесу управління персоналом задля покращення конкурентної позиції ЗВО. Наукова новизна роботи полягає в аналізі окремих факторів формування конкурентної позиції – якість освіти та рівень підготовки науково-педагогічного складу, виявленні важливості управління персоналом для підвищення результативності даних факторів, а також розробці рекомендацій щодо впровадження концепції well-being і діагностики вигорання серед викладачів із метою посилення конкурентної позиції університетів

Ключові слова: конкурентна позиція, управління персоналом, вигорання, фактори формування конкурентної позиції, ринок освітніх послуг, концепція well-being

Personnel Management as a Tool for Developing a Competitive Position of Higher Education Institutions

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Abstract. Nowadays, the market of educational services is quite saturated and requires a more in-depth external and internal analysis of university activities to understand the principles of attracting applicants. Most future applicants for education have certain selection criteria when choosing a university for admission, and one of the main criteria is the quality of education. That is why such a factor of developing a competitive position as the level of training of academic staff requires a more thorough consideration from the standpoint of personnel management. The level of training of academic staff includes not only a set of certain qualifications, but also motivation and interest in conducting high-quality classes. Due to the specific features of their work, teachers are most susceptible to emotional burnout, which is why management should always have ideas aimed at preventing burnout among the staff. The purpose of this study is to consider personnel management as a tool for developing the competitive position of higher education institutions, to cover the issue of teacher burnout and provide recommendations for preventing this condition to improve the level of training of academic staff. The study completed the following tasks: considered the concept of competitive position and its features; identified the main factors influencing the competitive position of higher educational institutions (HEI); established the need for high-quality personnel management to improve the level of training of academic staff; considered the burnout as a key issue in the work of the staff of higher educational institutions; proved the effectiveness of the well-being concept and the necessity of integrating it into the personnel management procedure to improve the competitive position of HEI. The scientific originality of this study lies in the analysis of individual factors of competitive position development – the quality of education and the level of training of academic staff, identifying the importance of personnel management to improve the effectiveness of these factors, as well as developing recommendations for implementing the well-being concept and diagnosing burnout among teachers to strengthen the competitive position of universities

Keywords: competitive position, personnel management, burnout, factors of competitive position development, educational services market, well-being concept

Introduction

At present, the aspect of developing the competitive position of higher education institutions in the market of educational services is a topical issue for Ukrainian researchers. In their publications, which were used as the basis for this study, L.V. Lebedeva, A. Korchynska and M.T. Telovata have already raised the issue of competitiveness of Ukrainian universities and the problems they face upon developing competitive advantages.

Currently, there is quite fierce competition in the market of educational services, primarily in the higher school system, which will inevitably increase due to a shortage in the number of applicants. Thus, in Ukraine, the number of students in HEIs is gradually decreasing. For 2015-2019, the total number of applicants for education decreased by 423,105 people [1]. There may be several reasons for this. For instance, demographic decline, disinterest of young people in obtaining higher

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education, or preference for foreign universities. The number of HEIs was 659 as of 2017, which is 154 institutions less than in 2010 (813 HEIs). That is, this indicator has substantially decreased and indicates manifestations of a fiercer competition among universities for the right to exist [2, p. 66].

Active research of the educational services market, analysis, and evaluation of their personal position in it, and working out the shortcomings of the educational institution to increase the competitiveness are now necessary for HEIs. Thus, according to the authors of this study, the competitive success of universities in the global market of educational services comprises the following factors: training, retraining, and advanced training of personnel; research; high potential for generating new knowledge; availability of various sources of funding, strengthening international cooperation; quality of the educational process.

Modern HEIs should focus on the factors of developing a competitive position. One of the vital factors is the quality of education and the level of training of academic staff. According to applicants, these indicators are crucial when choosing a future place of study. This conclusion can be reached after an in-depth analysis of the Ukrainian and global market of educational services because according to the results of an international study, about 61% of applicants primarily focus on the conditions and quality of education, and not on the prestige of the university [3, p. 92]. Studies conducted based on surveys of Ukrainian students also indicated that more than half of them – 53.4% – chose a higher education institution based on the quality of education [4].

Meanwhile, according to a World survey conducted by the American Gallup Institute, the quality of educational services in the HEIs of Ukraine is low (only 49% consider it satisfactory), compared to other countries of the world: Finland – 81%, Canada – 73%, the USA – 68%, Germany and France – 66% [5, p. 41]. The quality of education is directly dependent on the level of training of academic staff. However, the latter is described not only by the qualification abilities of the staff, but also considers the extent to which each of the employees is satisfied with their life and work (physically and psychologically). This factor will affect their interest in work, expanding their knowledge and reproducing the educational programme at a high level.

It is the improvement of the personnel management procedure that can affect the competitive position of the HEI by introducing positive changes and shifting the focus towards well-being management. That is, using the well-being concept in working with the team and preventing emotional burnout among teachers.

After all, according to O. Babkova's research on the manifestation of emotional burnout, which was conducted using the V.V. Boyko's questionnaire among teachers of educational institutions of Zaporizka Oblast, the following indicators were found: 32.43% of respondents already have emotional burnout, 52.7% – currently experience its manifestations and tendency to develop [6, p. 28].

Methodology

The theoretical and methodological framework of this study included the scientific developments of Ukrainian and foreign specialists on the development of a competitive position of higher education institutions and well-being management. During the solution of the problem under study, the authors analysed and justified the results of surveys of first-year students of the Taras Shevchenko National University of Kyiv within the framework of the UNIDOS-13*, university students, teachers of educational institutions of the Zaporizka Oblast (in the study by A.A. Babkov) and research by L.V. Lebedeva, A. Korchyńska, A.A. Pikulova, and M.T. Telovata. These materials were chosen because of their relevance relating to the current year and to consider the competitive advantages of HEI in the opinion of educational consumers (i.e., students) and analyse the emotional state of Ukrainian teachers to provide appropriate recommendations on the development of a competitive position of HEI in Ukraine through personnel management as one of the leading tools.

In the course of this study, the authors employed general and special scientific methods, which allowed them to formulate the main research problems and justify recommendations for their solution. In particular, using the method of theoretical generalisation, the theoretical foundations of personnel management are developed using the concept of well-being as an objective process of developing the competitive position of HEIs, and the areas of the organisation's activities in personnel management are outlined.

The monographic method served as the basis for describing the trends in the development of the well-being concept in the world, identifying the features of this process in the context of implementing the principles of developing a socially oriented management system.

The method of scientific abstraction allowed summarising the results and formulating recommendations and conclusions through in-depth knowledge of the factors influencing the emotional state of teachers and the current results of surveys for the presence of burnout. Tabular and graphical techniques provided

a visual interpretation of the research results. The method of system analysis allowed substantiating the conceptual foundations of systemic shifts in personnel management as a tool for developing the competitive position of HEIs.

Results and Discussion

A necessary condition for competitive analysis of an organisation is to determine its competitive position. A competitive position is a comparative feature of the

position that an organisation occupies regarding competitors. To determine a competitive position, it is necessary to choose the factors of its development that should correspond to the industry and corporate profile.

Factors of developing a competitive position constitute a set of factors of market and resource orientation that can affect the long-term competitiveness of an organisation and, accordingly, its strategic success. Specific factors will be the development of a competitive position for HEIs (Fig. 1) [7, p. 288].

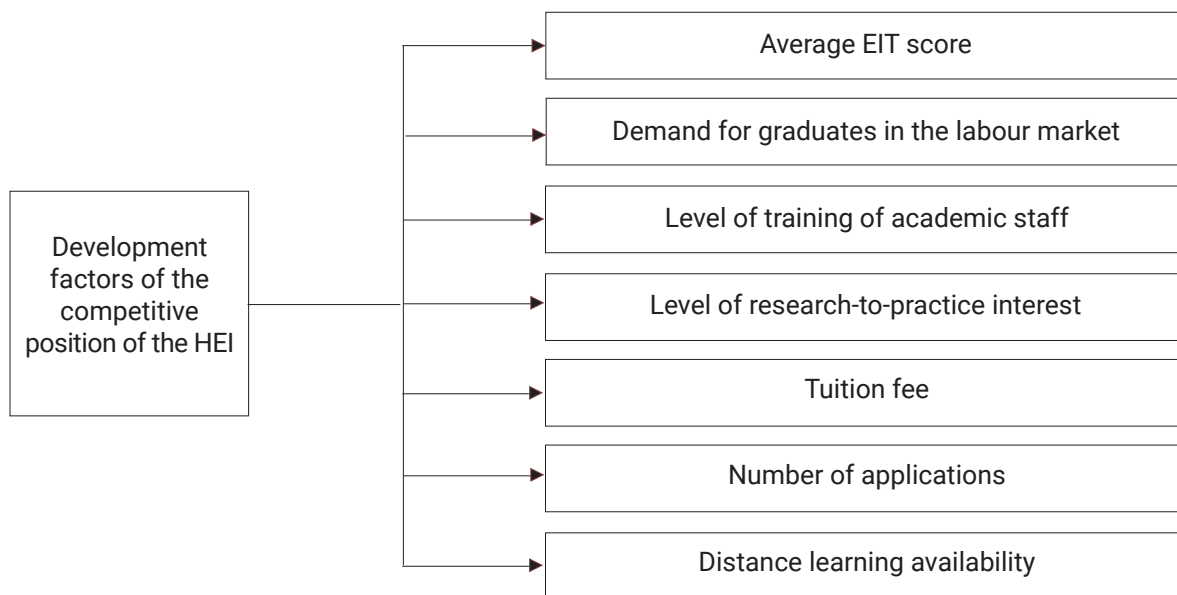


Figure 1. Development factors of the competitive position of the HEI

Source: [7, p. 288]

This list is not exhaustive and should be supplemented depending on changes taking place in the educational services market. Considering the fact that studying at a higher education institution is one of the crucial stages in the development and socialisation of a person, it is essential to understand what motives guide applicants upon enrolling to HEI. Proper analysis of the needs of consumers (applicants, future applicants for higher education, and business employers) will help create a strong competitive position.

Given that the choice of an applicant is influenced by a wide scope of economic, social, and psychological factors, as well as the complexity of the management system of a higher education institution, at the first stage it is advisable to identify significant motivating factors for enrollees to the university. The interrelation

and interdependence of factors influencing the applicant's choice of HEI and possible controlling influences aimed at increasing the demand for educational services is presented in Figure 2 [8, p. 23].

The UNiDOS-13* University study, through a survey of first-year higher education applicants from Taras Shevchenko National University of Kyiv, identified significant reasons for their enrolment to HEI (Fig. 3) [4, p. 6]. The key factors upon choosing a higher education institution are as follows: prestige and status – 71.7%; the presence of the speciality in which the applicant wanted to study – 61.3%; the opportunity to get a high-quality education – 53.4%. More than half of students primarily rely on a high-quality education upon choosing a HEI.

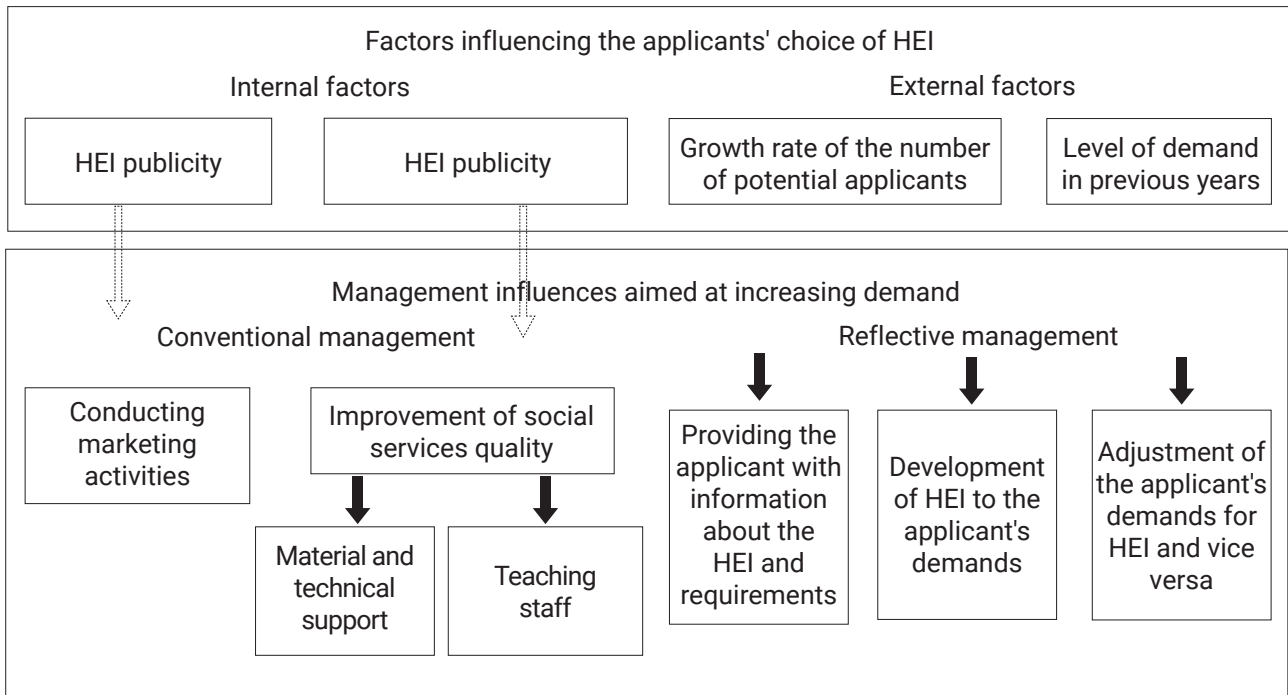


Figure 2. Interdependence of factors of influence on the applicant's choice and possible management influences

Source: [8, p. 23]

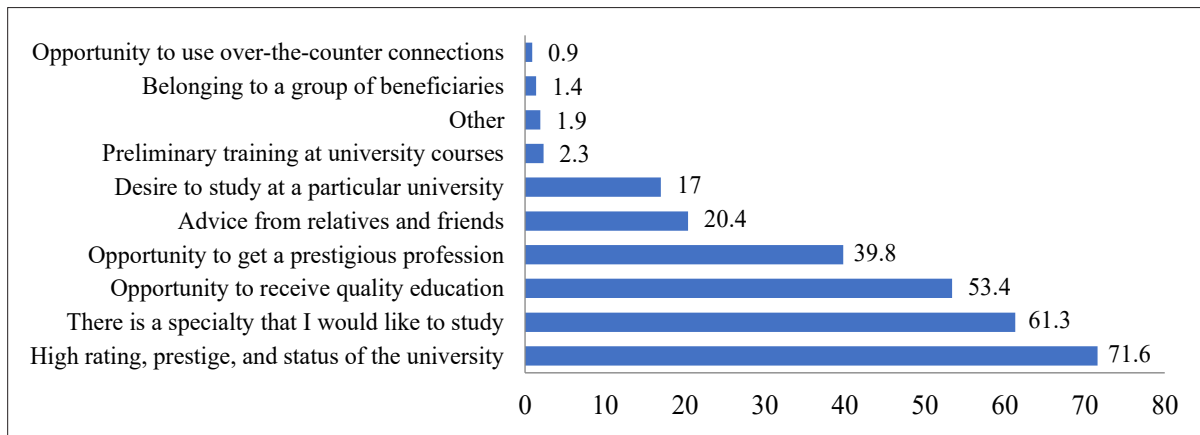


Figure 3. Motives for applicants' enrolment to HEIs

Source: [4, p. 6]

The study by V.A. Zernov notes that “the success of the efforts of education management aimed at its modernisation depends entirely on the nature and quality of teachers' activities. It is impossible to solve the problem of transition to a new quality of education without thinking about the quality of the personnel potential of higher education institutions” [9, p. 320].

Human capital is intelligence, health, knowledge, high-quality and productive work and quality of life, this is the main factor in the establishment and development of an innovative economy as the highest stage of its development. Notably, employees can considerably influence the financial results of the organisation.

Consequently, O. Grishnova [10, p. 53] identifies the following components: education capital, health capital, and cultural capital (1):

$$HC = Ec + Hc + Cc \quad (1)$$

where *HC* is the human capital; *Ec* is the education capital, which represents contributions to the person's intellectual development, that is, investments in upbringing, education, and professional growth; *Hc* is the health capital, which represents investments in a person that are made to maintain and improve their health and performance; *Cc* is the cultural capital, which represents contributions to the socio-psychological state

of an individual, that is, investments in ethical and spiritual education.

Ukrainian Western military districts are described by an emphasis on such a component as “education capital”, which is undoubtedly the main one. But modern events, considering the pandemic and the crisis, have proven that the “health capital” and “cultural capital” are undervalued and require additional attention and reinterpretation. Physical and psychological health is the key to high-quality education and ensuring a stable competitive position of the HEI.

Considering personnel management as a tool for

ensuring the competitiveness of an organisation and identifying the main areas of its activities in this field (Fig. 4), it is necessary to focus on maintaining a comfortable socio-psychological climate and influencing the motivation of behaviour [11, p. 168].

All this is combined by the well-being concept, which is popular among organisations that want to increase productivity and improve the personnel management. This concept includes 5 broad categories that are significant for most people: professional well-being; social well-being; financial well-being; physiological well-being; and environmental well-being.

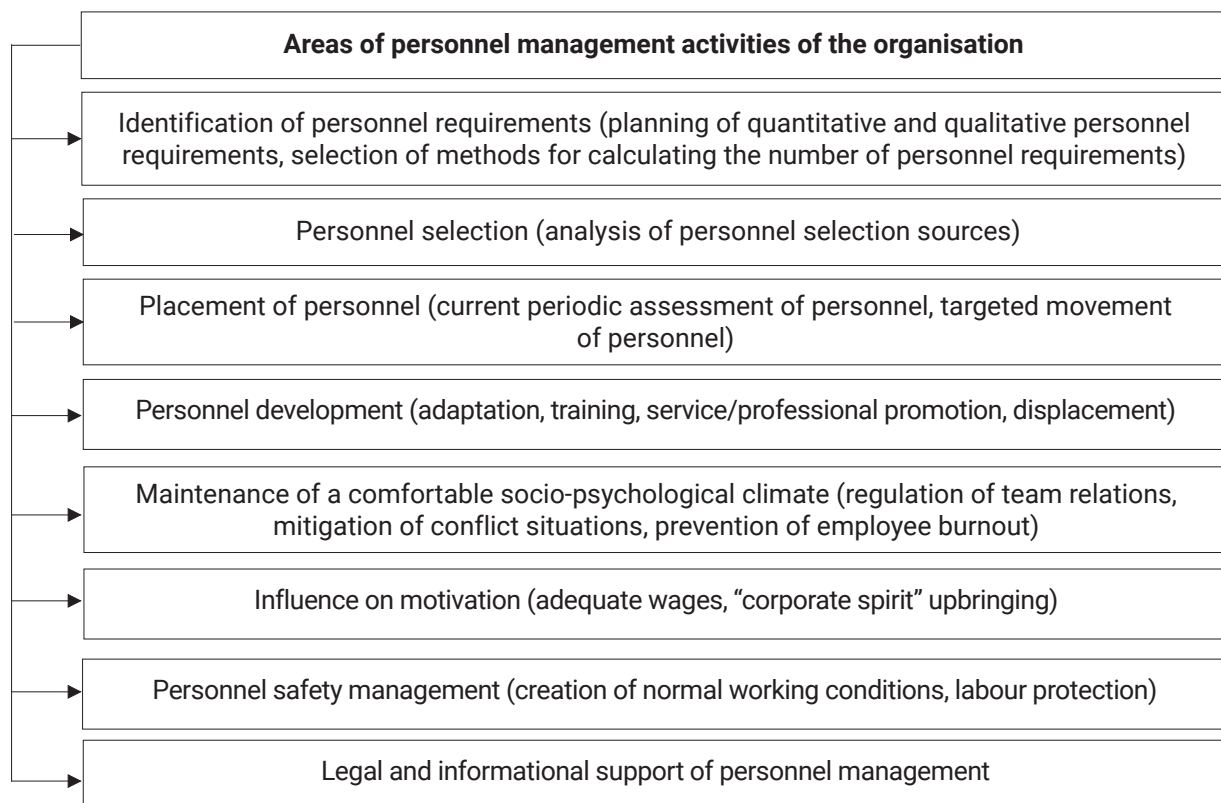


Figure 4. Main personnel management activities of the organisation

Source: [11, p. 168]

Positive results of implementing well-being programmes in personnel management according to the data specified in the study by O.A. Pikulova [12]:

- organisations, provided a high level of well-being, have better indicators and results in business: there is a doubling of employee engagement, a 70% – decrease in the number of stressed employees, 6 days fewer sick leaves, and a higher company income;

- for 86% of employers, well-being is the factor that most affects the involvement. 74% consider welfare programmes to be an essential aspect of developing an employer value proposition;

- in organisations with a high level of employee

well-being, customer satisfaction is higher by 10%, share prices are higher by 12%, and sales per employee are higher by 27,000 US dollars per year.

- every dollar invested in well-being programmes saves 7 US dollars on medical expenses;

- well-being programmes can increase engagement by 8 times, productivity – by 3 times, creativity – by 3.5 times, “healthy” companies bring 3 times more profit, and if the company does not develop well-being, the risk of losing employees increases by 4 times.

Employees with a high level of well-being are more likely to be engaged in their work and feel supported by their organisation (Table 1) [13, p. 35].

Table 1. Impact of the well-being level on employee satisfaction

Employees experiencing		
High well-being	Vs	Low well-being
88%	Feel occupied at work	50%
83%	Enjoy their work	41%
84%	Loyal to the company (team)	54%
84%	Recommend their company as a great place to work	48%

Source: [13, p. 35]

To increase the interest of teaching staff in performing high-quality work, it is necessary to identify factors that affect their activities: comfortable conditions at the department and faculty; cooperation with the dean's office; distribution of teaching load; moral and material motivation; communication relations.

Data from the HeadHunter survey indicate that it is the representatives of socioeconomic professions (the "Person to Person" type of work) that are more susceptible to burnout syndrome than others. Teachers, physicians,

bankers, social workers, and salespeople are among those occupations that are more at risk of experiencing emotional burnout.

Respondents from different regions of Ukraine believe that educators and teachers are most susceptible to nervous overload and emotional burnout. 42% of respondents are convinced that it is employees of educational institutions who most often experience stress at work (Table 2) [14].

Table 2. Professions whose representatives are most susceptible to burnout

Profession	Percentage of respondents
Teaching staff	42%
Medical professionals	25%
Financial sector employees	25%
Social workers	20%
Sellers	19%
Law enforcement officers	14%
employees of creative professions	13%
IT specialists	12%
Coaches and psychologists	10%

Source: [14]

It is necessary to highlight the main advice from the leading operations manager O. Chernenko-Duba on measures to reduce emotional burnout, which are as follows:

- "establishing openness and dialogue in working with people, two-way communication through continuous formal or informal communication to understand the psychological and emotional state of employees and the ability to timely respond;
- assessment of the abilities, needs, and aptitudes of employees, selection of the volume and type of work for each according to the identified factors. Workload increase only if the work results are successful and with the consent of all team members. Express prioritisation

of the team's work to provide the necessary time and resources to complete tasks;

- identification and coordination of real expectations, areas of authority and responsibility, if necessary;
- employee mentorship and coaching, development of their abilities, discussion of any issues;
- consideration of the motivational factors and needs of each employee separately;
- cultivation of the need for professional and personal development at the department and company level" [15].

Before starting a transformation programme, it is necessary to create readiness and motivation in a person. Experts recommend gradually shifting the focus

from paternalistic care of employees to partnerships – when employees share responsibility for their development and well-being; apply only those corporate programmes that are selected by the employees themselves

based on the survey results. One of the options that experts recommend is self-questioning, i.e., one can diagnose burnout in themselves, colleagues, or subordinates by giving an answer to the question (Table 3) [16]:

Table 3. Survey to diagnose burnout

No.	Question	Answer	
		Yes	No
	Nothing pleases you?		
	Reduced performance?		
	Are you procrastinating more often?		
	Colleagues and relatives annoy you?		
	No strength, no energy to do anything?		
	Are you starting to hate what you love?		
	Fail to see the future and meaning in a relationship?		
	Do you spend more time on social networks and games?		
	Increased consumption of tobacco, coffee, alcohol, or sweets?		
	Still feel tired after sleep, weekends, and vacations?		

Source: [16]

If 3 to 10 answers are “yes”, the employee should contact a specialist and start working on their burnout.

Thus, for personnel management to be considered an effective tool for developing the competitive position of HEIs, it is necessary to bear in mind the direct dependence of such indicators as the quality of education and the level of training of academic staff. To maintain these factors at a high level, it is necessary to focus not only on the qualification skills of the teaching staff, but also on their satisfaction, motivation, and comfort of work in the workplace. It is for this purpose that it is advisable to introduce the concept of well-being as one of the most effective methods for setting up personnel management and preventing burnout among education workers today.

Conclusions

It is essential for enrollers to understand that they will receive a decent level of quality of education during their studies. Therefore, the level of training of academic staff constitutes one of the decisive factors in the development of a competitive position of the university.

This indicator is influenced not only by the qualifications of employees in the education sector, but also by a comfortable socio-psychological climate in the team, motivation, and job satisfaction in general. Personnel management plays a vital role in improving these aspects and should be based, for example, on the concept of well-being, since nowadays, it is undoubtedly an effective method of increasing labour productivity. Since teachers are most vulnerable to burnout, university management should consider the current state of employees and, if necessary, implement appropriate anti-burnout measures.

Thus, the interest of enrollers and their choice in favour of a particular university, in most cases, will depend on the way the management adjusts internal processes and takes care of the level of training of teachers not only by conducting professional development activities, but also by improving the level of well-being and monitoring the emotional state of their employees. That is why personnel management can be considered one of the levers of influence on the competitiveness of HEIs and a tool for developing their competitive position.

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