
Modern interpretation of the essential characteristics of strategic management of the development of labor potential

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Abstract: The article is devoted to generating a modern interpretation of the essential characteristic of strategic management of the development of labor potential. A comparative analysis of the evolution of scientists' approaches to the interpretation of the essential characteristics of the categories "strategic management" and "labor potential" in the period 2003-2018 was carried out. According to the results of the content analysis, the key features of the definitions of the categories "strategic management" and "labor potential" available in the scientific literature were identified, in particular: for the category "strategic management" – dynamism, openness, flexibility (adaptability), purposefulness, predictability (orientation towards the future), systematicity, cyclicity, complexity, long-term, attainability, effectiveness, availability of resources, compliance with the mission (visions, concepts); for the category "labor potential" – the unity of realized potential and unrealized potential, the unity of quantitative characteristics and qualitative characteristics, complex structure, multilevel, multifactor, turbulence, orientation towards achieving a goal (plan, result). On the basis of the synthesis of the identified key features of the definitions of the categories "strategic management" and "labor potential" available in the scientific literature, a modern interpretation of the essential characteristics of strategic management of the development of labor potential was generated as: strategic management of the development of labor potential is a dynamic systemic process of complex purposeful influence on the quantitative and qualitative characteristics of labor potential carriers with the aim of ensuring the most effective realization of all components of labor potential and achieving long-term goals at the micro-, meso- and macro- levels in accordance with the mission (vision, concept) in conditions of turbulence of the external and internal environment and limited resources. The interpretation of the essential characteristics of strategic management of the development of labor potential offered by the authors is modern, because it takes into account the key features of the

definitions of the categories "strategic management" and "labor potential". The modern interpretation of the essential characteristics of strategic management of the development of labor potential harmoniously complements the theoretical and scientific basis of the strategic management of the development of labor potential.

Keywords: labor potential, strategic management, essential characteristics, definition, development.

1. Introduction

A strategically important resource of the state is the labor potential, the quantitative and qualitative characteristics of which determine the opportunities of the national economy to produce GDP, innovative development and proper representation in the international socio-economic space. Ukraine's labor potential has been showing signs of crisis for a long time, given the problems of both a demographic and socio-economic nature. According to the results of a previous research [1], the authors found a significant violation of the demographic base of the formation of the labor potential of Ukraine: the available population is decreasing; migration growth of the population is quite insignificant compared to the natural reduction of the population; the share of the most productive part of the population aged 16-59 is decreasing. The number of the employed population of Ukraine is regularly decreasing, although the level of unemployment of the population until 2022 could be called relatively stable – about 3-4%. The main causes of unemployment in Ukraine were "voluntary dismissal" (36.56%) and "dismissal for economic reasons" (31.17%). According to the results of the integral matrix diagnosis of the development of the labor potential of Ukraine in the period 2018-2020, it was found that the labor potential of Ukraine and practically all its components (demographic potential, creative potential, professional and qualification potential, entrepreneurial potential) are characterized by a state of crisis (exhaustion of internal reserves); only such a component of the labor potential of Ukraine as intellectual potential is not yet characterized by a state of crisis, but also does not show signs of development, experiencing a period of stagnation [2]. The systemic problems of the formation, development and use of the labor potential of Ukraine received an unprecedented aggravation during the martial law: according to the "Inflation Report" of the National Bank of Ukraine, the total number of refugees from Ukraine in the period from February to June 2022 exceeded 8 million people (more than half of them – individuals of the most productive age). According to the estimates of the National Bank of Ukraine, despite the efforts of enterprises to retain employees, the war caused an unprecedented jump in the unemployment rate – about 35% [3]. Since the beginning of 2023, the situation on the Ukrainian labor market has been improving. However, the level of unemployment among the population of Ukraine remains high and, unfortunately, acquires signs of structural unemployment [4]. Solving these complex problems is impossible without proper strategic management of the development of labor potential.

2. Object and subject of research

Strategic management is an extremely comprehensive concept and a complex phenomenon, characterized by a variation of methods and approaches. Therefore, we consider that the determination of the modern interpretation of the essential characteristics of this category will be a natural initial stage of the research of strategic management of the development of labor potential. The object of research is an essential characteristic of strategic management of the development of labor potential. The subject of research is a modern interpretation of the essential characteristics of strategic management of the development of labor potential.

3. Purpose and objectives of research

The purpose of the research is to generate a modern interpretation of the essential characteristics of strategic management of the development of labor potential.

The objectives of the research are:

- follow the evolution of scientists' approaches to the interpretation of the essential characteristics of the categories "strategic management" and "labor potential";
- identify, using content analysis, the key features of the definitions of the categories "strategic management" and "labor potential";
- generate a modern interpretation of the essential characteristic of strategic management of the development of labor potential.

4. Literature analysis

In the last decade, special issues of strategic management of the development of labor potential have been given attention in the scientific works of native scientists, including: S. Bandur proposed possible scenarios for the balanced development of labor potential of Ukraine [5]; T. Rapiťkyi paid attention to the methodical aspects of developing a strategy for the development of labor potential, in particular, he highlighted the principles, levels, stages, methods, techniques and tools for developing a strategy for the development of labor potential [6]; V. Kozar presented the strategic directions of preservation and development of labor potential (on the example of Ukraine) [7]; I. Shevchenko presented the basic concept of the Strategy of the development of labor potential of Ukraine, generated on the basis of matrix methods [8]. Scientists researched the features of strategic management of the development of labor potential in various sectors of the economy: for example, N. Gural – in the field of trade [9], I. Pishenin – in the agrarian field [10]. As we can see, Ukrainian scientists prefer methodical and practical, rather than theoretical, researches of strategic management of the development of labor potential.

5. Research methods

The methods of the research are the method of analysis and synthesis, the systematic approach, the historical method, the monographic method, the critical analysis and the content analysis.

6. Research results

To ensure visibility of the research, we will present it in the table 1 comparative evolution of scientists' approaches to the interpretation of the essential characteristics of the categories "strategic management" and "labor potential".

Table 1. Evolution of scientists' approaches to the interpretation of the essential characteristics of the categories "strategic management" and "labor potential"

Year	Definition of the category "strategic management"	Definition of the category "labor potential"
2003	Strategic management is a dynamic process of analysis, selection of strategies, planning, provision and implementation of developed plans by the organization, which consists in a repeated cycle of implementation of its main tasks (stages) [11].	Labor potential is the totality of the able-bodied population, taking into account their intellectual development, knowledge, skills, experience, spiritual values, customs, beliefs and patriotism [12].

Continued in Table 1

2006	Strategic management is a purposeful process of creating the necessary conditions for quantitative and qualitative transformations and coordinating actions aimed at preventing the formation and elimination of contradictions that arise in the internal environment as a result of its interaction with the external environment [13].	Labor potential is labor reserves that depend on the total number of labor resources and their structure by gender and age, accumulated knowledge, the degree of compliance of the demographic structure of employees with the conditions for improving labor efficiency, social mobility of the population [14].
2006	Strategic management is a rather complex system, which is a dynamic process of analysis, selection of strategies, planning, provision and implementation of plans developed by the organization [15].	Labor potential is labor resources that determine the totality of the population's opportunities for active labor, entrepreneurial, and innovative activities in combination with the conditions and quality of their use in the field of labor [16].
2009	Strategic management is a complex system in which the processes of analysis, development, implementation and control of strategies aimed at achieving the mission and goals of the organization's operation take place [17].	Labor potential is the existing and potential opportunities of workers to realize their quantitative and qualitative characteristics in specific socio-economic and production-technical conditions [18].
2009	Strategic management is the implementation of a concept that combines targeted and integrated approaches to enterprise activity, which makes it possible to set development goals, compare them with the existing capabilities (potential) of enterprises and bring them into line by developing and implementing a system of strategies ("strategic set") [19].	Labor potential is a complex dynamic system that is embodied in a set of its qualities and properties: natural-biological, educational-professional, social-motivational and creative-innovative [20].
2012	Strategic management is such management of an organization that relies on human potential as the basis of the organization, orients production activities to consumer requests, implements flexible regulation and timely changes in the organization that meet the challenge from the environment and allow the organization to survive in the long term [21].	Labor potential is a set of quantitative and qualitative characteristics of the working population, which are realized and can be realized in accordance with the existing and prospective demand for them in the labor market, taking into account the influence of objective and subjective factors [22].
2013	Strategic management is the development and implementation of actions that lead to a long-term increase in the level of performance of the enterprise over the level of competitors [23].	Labor potential is real and potential labor opportunities of society, region, industry, enterprise that can be mobilized in the process of industrial relations in order to achieve a certain goal [24].
2014	Strategic management is the process of making and implementing strategic decisions based on previously defined strategic goals and objectives in the conditions of changes in the external and internal environment [25].	Labor potential is a set of quantitative and qualitative characteristics of employees in the unity of individual and group components, which determine the existing and future possibilities of their participation in labor activities to achieve the goals of the enterprise under certain production conditions [26].

Continued in Table 1

2014	Strategic management is the process of organization, control and implementation of the management system of the main areas of enterprise activity, namely legal, innovation, personnel, organizational with the aim of establishing activities, financial success, improving competitive positions, obtaining profit, building a development strategy, general goals of activity, methods of achieving them and analysis of development opportunities, taking into account changes in the external and internal environment [27].	Labor potential is a set of personnel capabilities, taking into account their psychological, professional and qualification conditions of use, based on the technical and technological equipment of the enterprise to achieve the goals of the latter and meet the needs of employees [28].
2015	Strategic management is the management of a set of qualitative characteristics of an enterprise related to its current and future position in the competitive environment, the potential necessary for the survival and development of enterprises [29].	Labor potential is a set of human abilities that, due to the interaction of education, science and production, are capable of self-realization, development and effective use in labor activities [30].
2015	Strategic management is management that is able to quickly respond to the changing conditions of the external and internal environment [31].	Labor potential is: aggregate social ability to work; potential labor capacity of society [32].
2016	Strategic management is a complex not only of strategic management decisions that determine the long-term development of the enterprise, but also of specific actions that ensure a quick response of the organization to changes in the external environment, which may cause the need for a strategic maneuver, a review of goals and the choice of a new direction of development [33].	Labor potential is the integrated existing and future acquired capabilities of the workforce and its management systems, which allow meeting the needs of the enterprise and ensuring the achievement of its development goals in the most efficient way [34].
2017	Strategic management is a system of actions necessary to achieve set goals, most often in conditions of limited resources [35].	Labor potential is an integral form that quantitatively and qualitatively characterizes the ability of society in dynamics to ensure the human factor of production in accordance with the requirements of its development [36].
2018	Strategic management is a dynamic process that provides long-term competitive advantages with a timely and balanced transformation of operational goals, taking into account modern approaches, principles and methods of strategic management, changes in the external environment [37].	Labor potential is an integral indicator of the existing and promising, qualitative and quantitative characteristics of all employees who direct their efforts to achieve the company's goals, provided that there is appropriate resource support [38].

Source: compiled by the authors.

Content analysis of the definitions of the "strategic management" category presented in the table 1 allows us to highlight the following key features of the essential characteristics of this concept provided by scientists:

- dynamism;
- openness;
- flexibility (adaptability);
- purposefulness;
- predictability (orientation towards the future);
- systematicity;
- cyclicity;
- complexity;
- long-term;
- attainability;
- effectiveness;
- availability of resources;
- compliance with the mission (visions, concepts).

Content analysis of the definitions of the "labor potential" category presented in the table 1 allows us to highlight the following key features of the essential characteristics of this concept provided by scientists:

- unity of realized potential and unrealized potential;
- unity of quantitative characteristics and qualitative characteristics;
- complex structure;
- multilevel;
- multifactor;
- turbulence;
- orientation towards achieving a goal (plan, result).

On the basis of the synthesis of the identified key features of the definitions of the categories "strategic management" and "labor potential" available in the scientific literature, a modern interpretation of the essential characteristics of strategic management of the development of labor potential was generated as: strategic management of the development of labor potential is a dynamic systemic process of complex purposeful influence on the quantitative and qualitative characteristics of labor potential carriers with the aim of ensuring the most effective realization of all components of labor potential and achieving long-term goals at the micro-, meso- and macro- levels in accordance with the mission (vision, concept) in conditions of turbulence of the external and internal environment and limited resources.

7. Prospects for further research development

The interpretation of the essential characteristics of strategic management of the development of labor potential proposed by the authors is a basis for further research into conceptual, methodological and practical aspects of strategic management of the development of labor potential.

8. Conclusions

The interpretation of the essential characteristics of strategic management of the development of labor potential offered by the authors is modern, because it takes into account the key features of the definitions of the categories "strategic management" and "labor potential". The modern interpretation of the essential characteristics of strategic management of the development of labor potential harmoniously complements the theoretical and scientific basis of the strategic management of the development of labor potential.

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