

## STRUCTURING FACTORS INFLUENCING PERSONNEL PRODUCTION BEHAVIOR DURING DEVELOPMENT OF THE COMPETITIVE STRATEGY OF AN ENTERPRISE

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*The article looks into forming the competitive strategy of an enterprise and enterprise management on the basis of process and systems approaches. Mechanism for managing subsystems of an enterprise and forming the competitive strategy is suggested. A structure that enables to identify factors, influencing personnel production behavior, and to adapt the competitive strategy to counteract their negative impact is presented.*

**Keywords: process approach, systems approach, competitive strategy of an enterprise, production relations, personnel production behavior, enterprise management system.**

A modern enterprise is a sophisticated production and technological and economic-organizing system. Analysis of functioning of this system, enabling to identify main factors of influence on activities efficiency, is an important step in forming the competitive strategy. Research on a management system and creation of the competitive strategy must be carried out on the basis of realization of the main goal – ensuring growth of market value of an enterprise. Formation of such strategy may be fulfilled by means of process and systems approaches.

From the process approach point of view, enterprise management is considered as influence on a set of business processes, realized by functional subsystems of an enterprise. Depending on the type of an organizational structure of an enterprise, its size and the activities sphere some business-processes may play the main role, while others are not significant or absent. Despite diversity of existing business-processes, typical for different economic players, six core functional subsystems may be singled out at enterprises: production, marketing, financial, information, in-

novative, and human resources management.

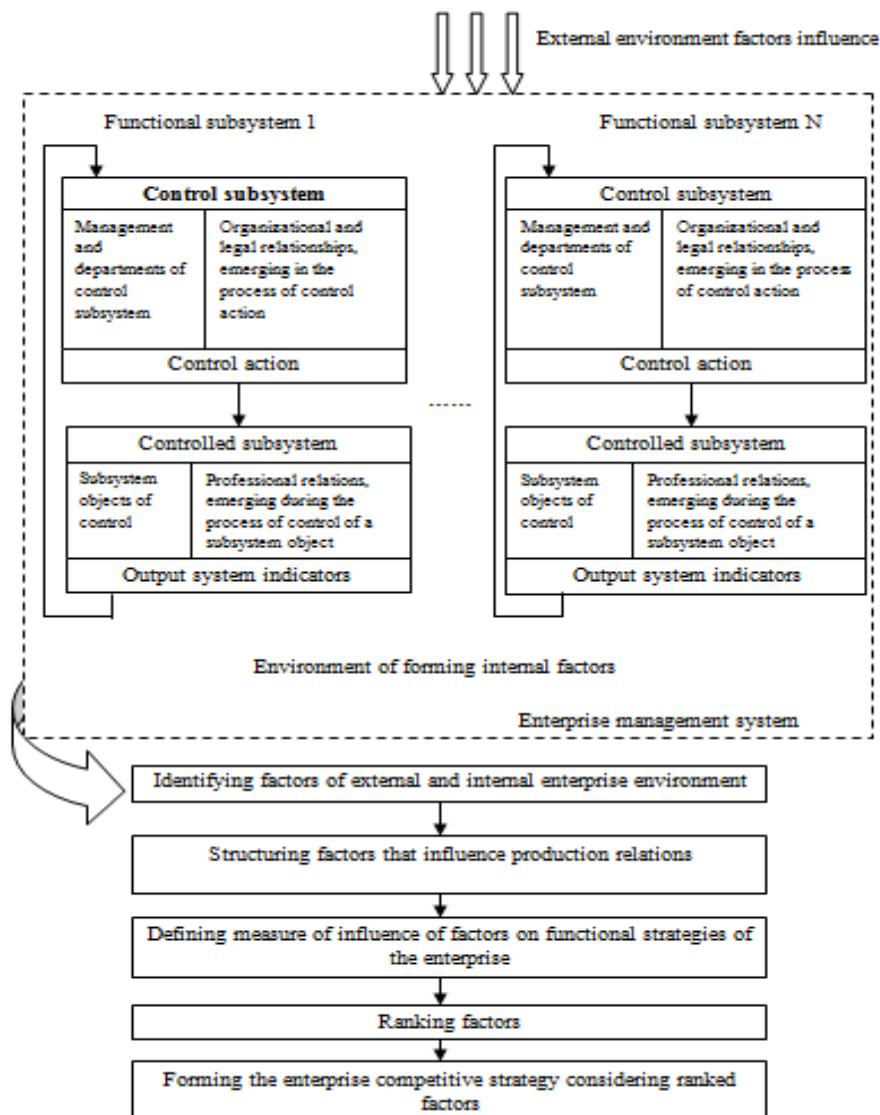
From the systems approach point of view, enterprise management is a system, consisting of an object and subject of management that constantly interact with each other on the basis of formed feedbacks. Process and systems approaches are very tightly linked. During realization of the competitive strategy of an enterprise they are used, as a rule, together, ensuring achievement of highest efficiency of enterprise functioning.

During formation of the enterprise management strategy, several levels of management may be singled out. The top level is devoted to overall enterprise activities management. The top management of the enterprise (the Board of Directors, the Managing Director and his deputies) is responsible for it. The second level is realized on the level of functional strategies of an enterprise and its separate organization departments. The third and following levels may depend on certain production-organizing structures, business processes, etc. However, all these levels in processes of the enterprise's activity are in the sphere

of production relations, participating in realization of the strategy and are influenced by different factors. Thus, certain requirements must be fulfilled for effective functioning of subsystems of an enterprise. These requirements may include, for instance, necessary resources for achieving goals of functional strategies of subsystems. Besides, the whole range of production relations forms both inside each separate subsystem and between subsystems at the level of the enterprise and also between subsystems and external environment. These relations must be covered by the management of an enterprise, because they influence not only complex realization of

the competitive strategy, but also such important indicators as financial sustainability, profitability of activities and other efficiency indexes.

Particularly, Picture 1 demonstrates the generalized structural scheme of the mechanism of controlling enterprise subsystems and forming (or correcting) the competitive strategy on the basis of identified factors that influence production relations or personnel behavior during realization of business processes. Within the bounds of each subsystem, management of both resources and production relations, emerging at the enterprise as a result of its activities, is carried out.



Picture 1. The mechanism of controlling enterprise subsystems and forming the competitive strategy

Concerning enterprise functioning, the control subsystem – object of control unites a group of employees with special training who by means of different forms and methods carry out effective resources management of their subsystem. The controlled subsystem is a set of objects of functional subsystem control and professional relations of the personnel (marketing, financial, etc.), emerging during the process of managing these objects.

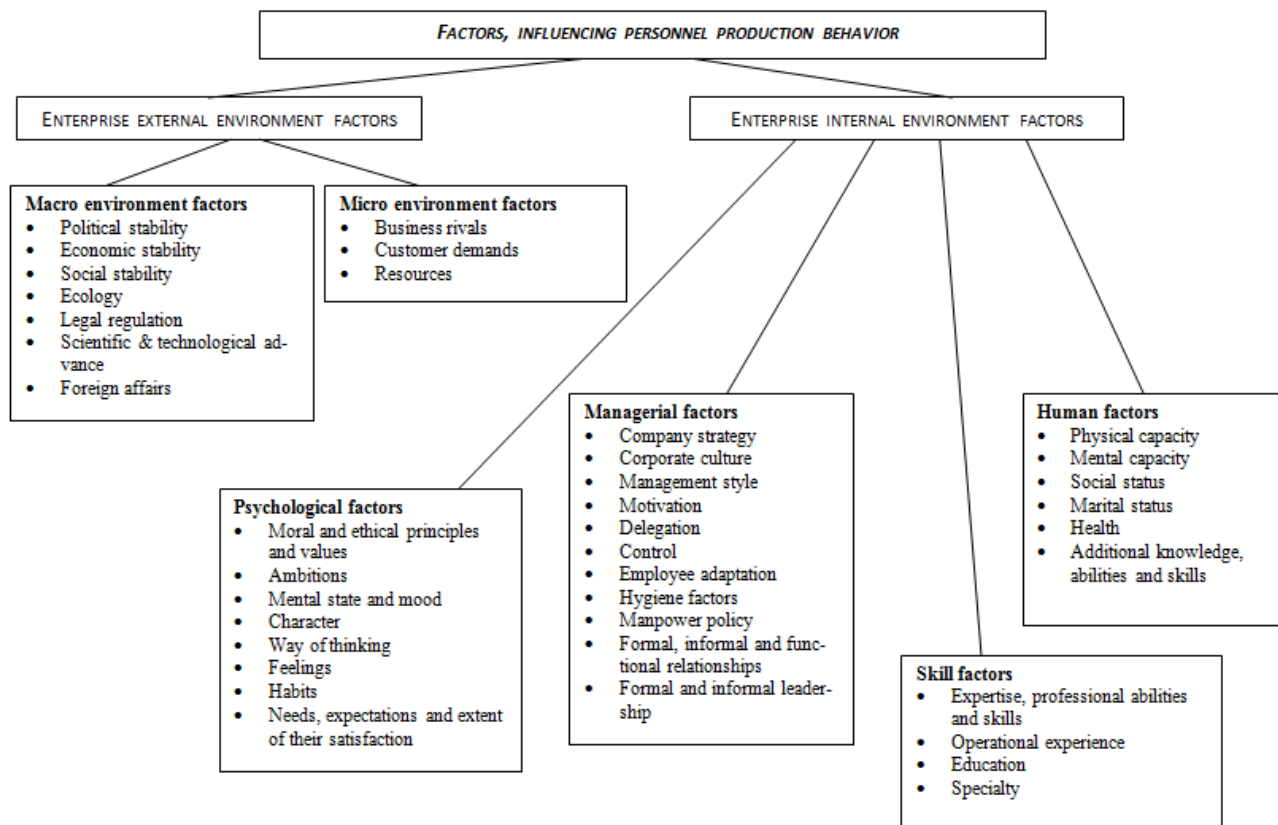
As a rule, Strategic goals of functional subsystems are linked to the competitive strategy of an enterprise. However, indicators and assessment criteria of strategic goals may not achieve the set values, because of influence of external and internal environment factors. For example, factors that influence production behavior of the personnel can exert significant influence upon achievement of the set goals under equilibrium of functional strategies and the general strategy of an enterprise. It means that personnel activities, oriented towards interaction with its workspace within the bounds of executing its functions and duties, will be under influence. In market economy competent personnel and formed production relations not only play an important role in economical activities of an enterprise, but are also practical tools of effective realization of the competitive strategy.

Obviously, the management should implement innovative managerial technology and form analysis tools to neutralize negative factors, influencing personnel production behavior. These tools, enabling to define influence of factors on personnel production behavior, should provide the enterprise management complete information for managerial decision-making. Identifying and systematizing such factors into the structure, defining measure of their influence on realization of competitive and functional strategies will contribute to development of purposeful measures for effective resistance to negative impact of these fac-

tors on personnel management. The developed set of measures, encasing both the enterprise management system in whole and functional subsystems separately, will be a strategic and operating management tool. Such set of measures will ensure efficient realization of the competitive strategy with daily actions of personnel that are strictly aimed at each level of the enterprise hierarchy. The mentioned mechanism of controlling enterprise subsystems and forming the competitive strategy (Picture 1) is used in order that the management understands which factors and to which extent influence personnel production behavior. Based on the results of research, factors that influence personnel production behavior are structured. Picture 2 demonstrates an example of such structure.

On the basis of data stream from the external environment and also on information processing in internal environment, the management sorts out during the structuring process two core groups of factors: external and internal environment factors. It is suggested that information from external environment is subdivided into macro and micro environment factors. It is reasonable to classify internal environment factors that influence personnel production behavior from the point of view of production and technical and economic-organizing peculiarities of enterprise functioning by four groups: psychological, managerial, skill and human. This classification enables the management to form a complex of measures to resist efficiently influence of these factors by targeted managerial actions on enterprise personnel.

By means of the suggested structure (Picture 2) it is possible to determine influence of factors on personnel production behavior and adapt the competitive strategy of an enterprise to such impact. Entrepreneurial entities will have different structures, because uniqueness of business activities in specific economic sectors is individual for each enterprise.



Picture 2. Factors, influencing personnel production behavior

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