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## **STAFF COMPETENCE: THEORETICAL FUNDAMENTALS, WAYS OF EVALUATION AND IMPROVEMENT**

This article examines the theoretical foundations of the terms «competence» and «expertise». The analysis of various scientific approaches to interpretation of these concepts is carried out. Similar and distinctive features of competence and competence are noted, the own interpretation of each of them is deduced. Research on these categories has shown that competence is a person's ability to perform certain job responsibilities and to have special knowledge, skills and practical experience. In turn, expertises are certain character traits, specific skills and abilities that form a person's competence. It can be concluded that various expertises are the formative basis of competence. The standard classification of types of competence is given and the list of the basic expertises which are a part of each type of competence is deduced. Scientists generally consider four basic types of competence: individual, special, social and leader. Each of these competencies has certain characteristics and expertises, some of which are part of several types of competencies. The components of the process of forming a human's personal competence were noted. The author proposes an algorithm for assessing the level of competence of enterprise's employees.

*Keywords:* competence, expertise, professionalism, advanced training, personal development, personnel management.

Fig. – 1, Tab. – 6, Ref. – 17.

**Problem definition.** Current employees of personnel departments and agencies and heads of organizations are placing more and more requirements for potential employees, which include inalienable competence in this post. But not everyone understands the difference between competence and expertise, sometimes mistakenly believing that these two categories are essentially identical. The author of this study presents various theoretical approaches to the definition of these terms and their common and distinctive features.

But in modern entrepreneurship, the question of assessing the competence of the employee is quite subjective and insufficiently studied, because there is no single algorithm that will understand whether a person corresponds to the position and has the necessary set of knowledge and skills to work in the company.

**Review of recent research and publications.** Problems of interpretation of the terms of competence and expertise, the study of their characteristics and types, as well as ways to improve are appointed scientific works and researches of such outstanding scientists, as Balabanova L.V., Sardak O.V., Turchaninova T.V., Volgin N.A., Solomanidina T.O., Mashnova V.V., Ismailova B.H., Kostenko O.E., Safaraliev B.S., Labunsky L.V., Chulanova O.L. etc.

**Definition of objectives.** The aim of this research is the study of essence and theoretical foundations of the categories of staff's expertise and competence, derivation of author's interpretation of these terms and the search for ways of evaluation and improving the competence of personnel.

**Outline of main researching.** Employee competence is the main motive of the organization's management to hire a new person, assign a standard or atypical task or organize the process of professional development of an individual employee or group of staff. Too often, competence is mistaken for the same as expertise, but these concepts are different. The competence of the employee is the presence of a person's special knowledge and skills to perform some work, and expertise, in turn, is the ability to apply this knowledge directly in the work process. In this article, the author will consider the theoretical foundations of the terms «competence» and «expertise» and their differences, types of competence, methods of assessment and possible ways of improvement.

Human resource management is very closely related to the term of competence because the study of the basics of management or deepening of existing knowledge and practical techniques in this area significantly increases the competence and expertise of the head of the enterprise, especially in communication and professionalism. There are many approaches to the interpretation of the concepts of «competence» and «expertise» because the basics of these terms have a direct impact on the efficiency of any enterprise. The author analyzes the most common and widespread interpretations of these categories (tab. 1 and tab. 2):

**Table 1.** Research of author's definitions of the term «employee competence»

Author(s)	Employee competence – is...
Balabanova L.V. Sardak O.V.	The degree of qualification of the worker, which allows to successfully solve the tasks facing him [1, p.61].
Solomanidina T.O.	The degree of professional skills and qualification, determined by knowledge, experience, skills, attitude to work and behavioral characteristics of the person, which allow to successfully solve the professional tasks set before them [2].
Kozlova T.	Recognition that the professional has sufficient professional knowledge and skills to perform the task/specific responsibilities [3].
Volgin N.A.	Possession of a system of knowledge, skills and abilities necessary not only directly for productive work, but also for a comprehensive approach to the process and results of work [4].
Turchaninova T.V.	Integral professional and personal characteristics that determine the ability and willingness to perform professional functions in accordance with accepted in society at a particular historical moment of norms, standards and requirements [5, p. 377-380].
Ismailova B.H., Ashurova S.Y.	Some confirmed right to belong to a certain professional group of workers, recognized by the social system as a whole and by representatives not only of a particular professional group, but also of other social and professional groups [6, p. 414-417].
Mashnova V.V.	Person's possession of the appropriate expertise, which includes his personal attitude to it and the subject of activity [7].
Safaraliev B.S.	Having knowledge and experience necessary for effective functioning in a given subject area [8].
Kostenko O.E.	Correspondence of the level and content of knowledge and skills of a particular employee to the level and content of the job tasks and responsibilities performed by him [9].

*Source: built by author.*

Thus, the author has summarized some of the existing definitions of categories of «employee competence» and proposed their own interpretation, based on an analysis of existing

terms: the competence of the employee is presence of a professional knowledge, skills, abilities and work experience that form their ability to be productive in specific position and performance of tasks assigned to them.

As noted above, expertise and competence are related terms, but not synonymous. The expertise of the employee in the general sense provides the ability of a person to show their competence in work, i.e. to use their theoretical and practical knowledge and skills in the work process. A more detailed consideration of the term «employee expertise» is given in tab. 2:

**Table 2.** Research of author's definitions of the term «employee expertise»

Author(s)	Employee expertise – is...
Maltseva K.	Specialized knowledge and skills needed by the company's employees to effectively solve work problems in production activities [10].
Blinov A.	The set of powers of an official or division of the firm, according to which they have the right to make decisions on certain issues [11].
Labunsky L.V.	The system of interrelated elements: personal qualifications of the employee, the powers delegated to him by the owner of capital in the form of the right to use the resources which are necessary to perform the job functions [12].
Kucherova S., Koss K.	Demonstrated human behavior that contributes to success in achieving goals in specific conditions [13].
Petruk T.	A set of characteristics and abilities of a person that allow them to perform actions that lead to an effective result [14].

*Source: built by author.*

The analysis of the given definitions of the term «expertise» allowed to form the author's interpretation of this category. Thus, the expertise of the employee is a set of professional knowledge and skills, qualifications and experience of a person that give them the right to perform a particular job and solve applied problems.

The general definition of competence is divided into types:

1) Special (professional) competence. Means the possession of a certain set of knowledge, skills and abilities that shape a person's ability to work effectively. Also, this type of competence includes the employee's ability to fairly assess their own level of ability and plan their further professional development. Table 3 shows an approximate list of expertises included in this type of competence:

**Table 3.** Professional expertises of the employee (for example, the position of manager)

Expertise	Expertise's characteristic features
Personal discipline	<ul style="list-style-type: none"> <li>- development and implementation of management decisions</li> <li>- activity planning</li> <li>- personal development</li> </ul>
Personnel management	<ul style="list-style-type: none"> <li>- skills of managing a group of subordinates</li> <li>- coordination of the team and its comprehensive control</li> <li>- ability to motivate employees</li> <li>- delegation of work tasks</li> </ul>
Influence and leadership	<ul style="list-style-type: none"> <li>- ability to be an effective coach</li> <li>- possession of a set of leadership expertises</li> <li>- possession of a set of communication expertises</li> </ul>
Professional and technical components of work	<ul style="list-style-type: none"> <li>- possession of the theoretical basis of the field of work</li> <li>- practical experience in the chosen field</li> <li>- knowledge of deep and small nuances of work</li> </ul>

*Source: built by author on [15].*

2) Individual competence. This type often includes the ability to organize self working hours, rational time management and the desire to develop (tab. 4).

**Table 4. Individual expertises of the employee**

Expertise	Expertise's characteristic features
Personal development	<ul style="list-style-type: none"> <li>- analysis of own experience, positive and negative moments</li> <li>- activity in life and at work</li> <li>- ability to take responsibility for own actions</li> </ul>
Confidence and a sufficient level of self-esteem	<ul style="list-style-type: none"> <li>- ability to behave confidently and convincingly</li> <li>- mastery of self-presentation skills</li> <li>- ability to make and defend own decisions</li> <li>- experience in resolving conflict situations</li> </ul>
Personal management	<ul style="list-style-type: none"> <li>- application of time management methods and working time planning</li> <li>- compliance with deadlines and mandatory</li> <li>- minimization of distractions (frequent smoking breaks, social networks, mini-games during working hours)</li> </ul>
Image and business style	<ul style="list-style-type: none"> <li>- compliance with accepted dress code</li> <li>- neatness and cleanliness in clothes</li> <li>- restrained colors of clothes, adequate make-up and a minimum of perfume</li> </ul>
Desire to develop	<ul style="list-style-type: none"> <li>- ability to adapt to any changes in the workflow</li> <li>- opportunity to review own methods of work, abandon the obsolete and review irrelevant ones</li> <li>- considered acceptance of different points of view, ability to diplomacy</li> </ul>
Stress control	<ul style="list-style-type: none"> <li>- ability to resist attempts to start a stressful situation</li> <li>- ability to calm, balanced withdraw from stress</li> <li>- maintaining constructiveness and calmness in stressful situations</li> </ul>
Corporate ethics	<ul style="list-style-type: none"> <li>- mandatory compliance with the rules of business ethics</li> <li>- behavior is always based on standards and norms of generally accepted behavior in society</li> </ul>

Source: built by author.

3) Social competence. It consists of corporate ethics, healthy relationships with colleagues, no conflicts and responsibility for own area of work (tab. 5).

**Table 5. Social expertises of employee**

Expertise	Expertise's characteristic features
Mutual respect	<ul style="list-style-type: none"> <li>- building active feedback with colleagues and management</li> <li>- unconditional respect for every employee of the company</li> <li>- mandatory compliance with the rules of business ethics</li> <li>- participation in general corporate events and holidays</li> <li>- inadmissibility of obscene language and aggression</li> </ul>
Result orientation	<ul style="list-style-type: none"> <li>- ability to plan all stages of work and set deadlines for its completion</li> <li>- focus on maximizing productivity and profits</li> <li>- opportunity to reasonably estimate the available resources that are necessary in the performance of duties</li> </ul>
Individual organization	<ul style="list-style-type: none"> <li>- ability to self-management and self-motivation</li> <li>- availability of necessary professional knowledge and skills</li> <li>- stress control</li> <li>- focus on personal results</li> <li>- formation of own goals and ways to achieve them</li> </ul>
Creativity	<ul style="list-style-type: none"> <li>- readiness for change, experiments and unusual situations</li> <li>- application of various methods of obtaining the result</li> <li>- presence of innovative thinking and imagination</li> <li>- search for new, advanced information that may be needed in the work</li> <li>- ability to learn and creative development</li> </ul>
Communication	<ul style="list-style-type: none"> <li>- ability to have an active dialogue with the team and management</li> <li>- conflict regulation skills</li> <li>- pure, developed language, inadmissibility of obscene language</li> <li>- ability to long-term business negotiations and relationships</li> </ul>

Source: built by author.

4) Leadership competence. Some scientists also identify a fourth type of competence that has become relevant in recent years. The expertises of a leader most often include charisma, the ability to form a team and manage it, persuasiveness and resilience. A more detailed analysis of the characteristics is given in tab. 6:

**Table 6.** Leadership expertises of employee

Expertise	Expertise's characteristic features
Personal and emotional development	<ul style="list-style-type: none"> <li>- ability to analyze and learn from the mistakes of others</li> <li>- flexibility of thinking and constant development of intelligence</li> <li>- adaptability to changes</li> <li>- possession of self-control and self-discipline</li> </ul>
Persuasiveness and people management	<ul style="list-style-type: none"> <li>- ability to take responsibility and take risks in work</li> <li>- use of relevant methods of motivation</li> <li>- authority and ability to be an example for others</li> <li>- reasoned, stable position in communication</li> </ul>
Charisma and influence	<ul style="list-style-type: none"> <li>- presence of faith in yourself and your principles</li> <li>- ability to charge the colleagues by your energy and capture them with your ideas and thoughts</li> <li>- mastery of public speaking skills</li> <li>- mastery of skills to influence people</li> </ul>
Formation of a team	<ul style="list-style-type: none"> <li>- respect for the team, appreciation of their work</li> <li>- ability to develop, train staff, support and assist</li> <li>- delegation of responsibilities to subordinates</li> </ul>
Creative thinking	<ul style="list-style-type: none"> <li>- ability to non-standard methods and approaches in the work process</li> <li>- perspective thinking and forecasting</li> <li>- use of creative approach in work</li> <li>- ability to accept criticism and take it into account in the future</li> </ul>

*Source: built by author.*

Each of these types of competencies includes a list of theoretical knowledge, practical skills and professional skills, which forms the personality of a competent, highly qualified employee who quickly and productively performs their direct duties and solves non-standard tasks.

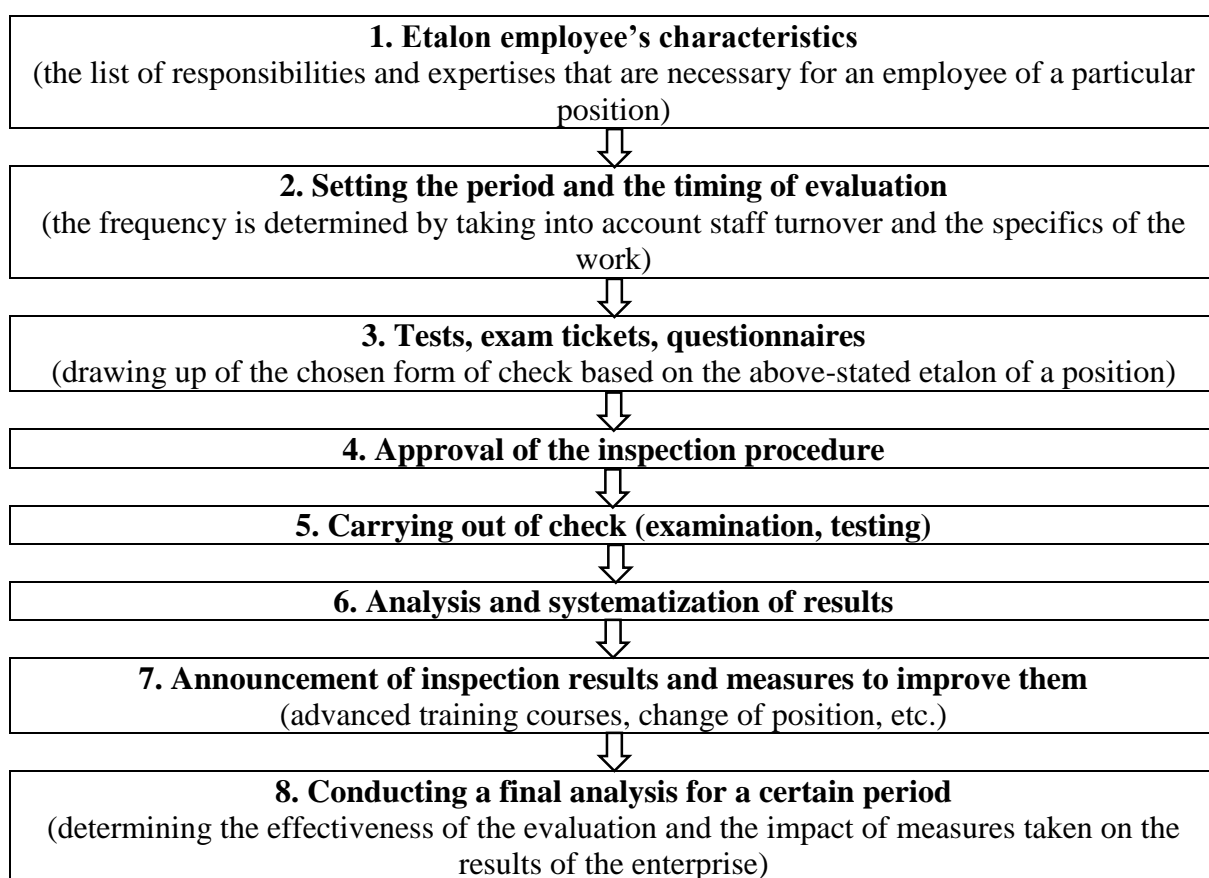
The process of creating competence is constant and cumulative. In general, this continuous process can be considered in several stages:

- 1) receiving secondary special or higher education;
- 2) gaining professional experience and practical skills;
- 3) advanced training (courses, webinars, trainings);
- 4) achieving the highest level of productivity and professionalism in work [16].

Thus, by understanding the essence of the term «competence» and its components, each manager will be able to analyze the competence of employees in their company with minimal costs for third-party professionals, the presence of who is necessary for objectivity and full scope of evaluation.

The author proposes a typical algorithm for assessing the competence of employees of organizations, which indicates the main steps that will suit the conditions of any enterprise (fig. 1). This algorithm can be used as a general action plan, which if necessary is supplemented by the administration, taking into account the specifics of a particular enterprise.

Based on the results of the assessment, the administration analyzes which of the employees needs additional education or advanced training. The responsible leader should promote the development of his subordinates, stimulating to gain practical experience, new knowledge, learn new methods of work. Human resources development is a kind of investment in the further prosperity of the enterprise.



**Figure 1.** Algorithm for assessing staff competence

*Source: built by author on [16]*

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In order to systematize the planned measures for staff development, the administration is developing a method of improving the competence of employees, consisting of:

- use of knowledge of more experienced workers as a means of in-service training;
- employee motivation to participate in seminars, business games, webinars, business trainings, etc.;
- assignment of non-standard tasks, stimulating the development of creative thinking, gaining work experience in atypical conditions;
- participation in advanced training courses, study of special literature, additional training if necessary [17].

**Conclusions.** Thus, based on the results of the study, it can be concluded that competence and expertise are terms, which are very similar in general characteristics and have common features, so some scientists consider them identical. But competence is a broader concept that includes different types of expertise.



In further research is planned to deepen the analysis and interpretation of terms and types of competence and expertise that are included in them, as well as detailing the algorithm of evaluation the company's staff competence and finding possible ways to improve it.

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**Бессонова А.В.**

## КОМПЕТЕНТНІСТЬ ПЕРСОНАЛУ: ТЕОРЕТИЧНІ ОСНОВИ, ЗАСОБИ ОЦІНКИ ТА ПІДВИЩЕННЯ

У цій статті проведено дослідження теоретичних засад термінів «компетентність» та «компетенція». Проведений аналіз різних наукових підходів до трактування цих понять. Відзначено схожі та відмінні риси компетентності та компетенції, виведено власне тлумачення кожного з них. Дослідження цих категорій показало, що компетентність є здатністю людини виконувати певні робочі обов'язки та наявністю в неї спеціальних

знань, навичок та практичного досвіду. У свою чергу, компетенціями є певні риси характеру, конкретні уміння і навички, що й формують собою компетентність людини. Можна зробити висновок про те, що різноманітні компетенції є формуючою основою компетентності. Приведено типову класифікацію видів компетентності та виведено перелік основних компетенцій, що входять до кожного виду компетентності. Науковцями зазвичай розглядаються чотири основоположні види компетентності: індивідуальна, спеціальна, соціальна та лідерська. Кожній з цих компетентностей притаманні певні характерні риси і компетенції, деякі з яких є складовими одразу декількох видів компетентності. Було відзначено складові процесу формування особистісної компетенції людини. Автором запропоновано алгоритм оцінки рівня компетентності працівників підприємства.

**Ключові слова:** компетентність, компетенція, професіоналізм, підвищення кваліфікації, особистий розвиток, управління персоналом.

**Бессонова А.В.**

### **КОМПЕТЕНТНОСТЬ ПЕРСОНАЛА: ТЕОРЕТИЧЕСКИЕ ОСНОВЫ, СПОСОБЫ ОЦЕНКИ И ПОВЫШЕНИЯ**

В этой статье проведено исследование теоретических основ терминов «компетентность» и «компетенция». Проведен анализ различных научных подходов к трактовке этих понятий. Отмечены схожие и отличительные черты компетентности и компетенции, выведено собственное толкование каждого из определений. Исследование этих категорий показало, что компетентность является способностью человека выполнять определенные рабочие обязанности и наличием у него специальных знаний, навыков и практического опыта. В свою очередь, компетенциями являются определенные черты характера, конкретные умения и навыки, которые и формируют компетентность человека. Можно сделать вывод о том, что различные компетенции являются формирующей основой компетентности. Приведена типичная классификация видов компетентности и выведен перечень основных компетенций, входящих в каждый вид компетентности. Учеными обычно рассматриваются четыре основополагающих вида компетентности: индивидуальная, специальная, социальная и лидерская. Каждой из этих компетентностей присущи определенные характерные черты и компетенции, некоторые из которых являются составными сразу нескольких видов компетентности. Были отмечены составляющие процесса формирования личностной компетенции человека. Автором предложен алгоритм оценки уровня компетентности работников предприятия.

**Ключевые слова:** компетентность, компетенция, профессионализм, повышение квалификации, личное развитие, управление персоналом.