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## THE LABOUR POTENTIAL OF AN ENTERPRISE AS A TOOL FOR ENSURING RESILIENCE TO BUSINESS RISKS

### ТРУДОВИЙ ПОТЕНЦІАЛ ПІДПРИЄМСТВА ЯК ІНСТРУМЕНТ ЗАБЕЗПЕЧЕННЯ СТІЙКОСТІ ДО ПІДПРИЄМНИЦЬКИХ РИЗИКІВ

**Abstract.** The modern stage of economic development is characterized by increasing uncertainty, intensified competition, and growing socio-economic challenges, which requires special attention to the problem of entrepreneurial risk management. In this context, the labor potential of an enterprise becomes particularly important, as it is not only a set of professional and qualification characteristics of the workforce but also a strategic resource that ensures business resilience. High-quality labor potential contributes to reducing financial, organizational, socio-psychological, and innovation-related risks, while its underestimation or ineffective use increases the level of threats and complicates the stability of enterprise functioning. The aim of the study is to provide theoretical justification and practical disclosure of the role of labor potential in forming enterprise resilience to entrepreneurial risks, as well as to identify mechanisms for its integration into the risk management system. The study established that HR risks are an integral part of the overall risk management system and require specific approaches to identification and mitigation. The most common manifestations of HR risks include a shortage of qualified staff, high employee turnover, low levels of motivation and innovation activity, workplace conflicts, as well as a mismatch between employee competencies and the enterprise's strategic objectives. Methods proposed for mitigating these risks include succession planning and the formation of a talent pool, the development of corporate culture, the implementation of flexible forms of employment, and the stimulation of professional development and participation in innovation projects. The scientific novelty of the study lies in substantiating the role of labor potential as a key factor in reducing entrepreneurial risks, as well as in proposing a system of key performance indicators (KPI) that make it possible to quantitatively assess the effectiveness of HR policy in the context of risk management. The practical significance of the research lies in the possibility of applying the proposed approaches by enterprises to develop integrated risk management strategies based on the development and preservation of labor potential. This ensures increased competitiveness, long-term stability, and business resilience in the conditions of dynamic transformations of the modern market.

**Keywords:** labor potential, entrepreneurial risks, HR risks, human resource management, organizational resilience, corporate culture, innovation development, risk management.

**Анотація.** Сучасний етап розвитку економіки характеризується зростанням рівня невизначеності, посиленням конкуренції та загостренням соціально-економічних викликів, що обумовлює підвищену увагу до проблеми управління підприємницькими ризиками. У цьому контексті особливого значення набуває трудовий потенціал підприємства, який виступає не лише сукупністю професійно-кваліфікаційних характеристик персоналу, а й стратегічним ресурсом забезпечення стійкості бізнесу. Висока якість трудового потенціалу сприяє зменшенню фінансових, організаційних, соціально-психологічних та інноваційних ризиків, тоді як його недооцінка або неефективне використання підвищує рівень загроз та ускладнює стабільність функціонування підприємств. Метою дослідження є теоретичне обґрунтування та практичне розкриття ролі трудового потенціалу у формуванні стійкості підприємства до підприємницьких ризиків, а також визначення механізмів його інтеграції в систему ризик-менеджменту. У ході дослідження встановлено, що кадрові ризики є невід'ємною складовою загальної системи ризик-менеджменту і потребують спеціальних підходів до ідентифікації та мінімізації. До найпоширеніших проявів кадрових ризиків належать дефіцит кваліфікованих кадрів, висока плинність персоналу, низький рівень мотивації та інноваційної активності, конфліктність у колективі, а також невідповідність компетенцій стратегічним завданням підприємства. Запропоновано методи зменшення їх впливу: формування кадрового резерву, розвиток корпоративної культури, впровадження гнучких форм зайнятості, стимулювання професійного зростання та участі в інноваційних проектах. Наукова новизна полягає в обґрунтуванні ролі трудового потенціалу як ключового чинника зниження підприємницьких ризиків, а також у пропозиції системи ключових показників (KPI), що дозволяють кількісно оцінювати ефективність кадрової політики в контексті ризик-менеджменту. Практичне значення дослідження полягає у можливості використання запропонованих підходів

підприємствами для розробки інтегрованих стратегій управління ризиками, які базуються на розвитку та збереженні трудового потенціалу. Це забезпечує підвищення конкурентоспроможності, довгострокову стабільність та стійкість бізнесу в умовах динамічних трансформацій сучасного ринку.

**Ключові слова:** трудовий потенціал, підприємницькі ризики, кадрові ризики, управління персоналом, організаційна стійкість, корпоративна культура, інноваційний розвиток, ризик-менеджмент.

**Formulation of the problem.** Modern economic conditions are characterised by a high level of uncertainty, increased competition and dynamic changes in the external environment. This leads to a constant increase in business risks associated with financial instability, market fluctuations, technological changes and socio-economic challenges. Traditional risk management methods, focused primarily on financial and organisational mechanisms, are gradually losing their effectiveness in a situation where the human factor is becoming crucial.

The labour potential of an enterprise, which includes the professional competence, creativity, innovation and adaptability of its personnel, is becoming a key factor in ensuring resilience to risks. Underestimating the role of human capital in the formation of an effective risk management system leads to a loss of competitive advantages and a decrease in performance. At the same time, the scientific justification for integrating labour potential into business risk management mechanisms remains underdeveloped, which determines the relevance of the study.

**Analysis of recent achievements and publications.** Recent studies by Ukrainian scientists (I. Aliyeva, S. Ponomareva, O. Shtangey) [1–3] and foreign scientists (D. Ulrich, J. Storey, P. Sparrow) [4–6] emphasise the need for a strategic approach to human resource management in conditions of growing economic uncertainty and risk. The works emphasise that labour potential is a key factor in ensuring the competitiveness of enterprises, and that an effective HR strategy can increase the adaptability of organisations to crisis situations. Considerable attention is paid to the development of staff competencies, the institutionalisation of risk management, and the formation of corporate culture and leadership as the basis for reducing business risks. At the same time, despite the existence of sound theoretical developments, the practical aspect of integrating labour potential into the business risk management system remains insufficiently researched, particularly in the context of ensuring the sustainability and long-term stability of enterprises.

**The purpose** of the article is to provide a theoretical justification and practical disclosure of the role of the labour potential of an enterprise in forming resistance to entrepreneurial risks, as well as to determine the mechanisms for integrating human resources into the risk management system.

**Presentation of the main material.** In scientific literature, the concept of «business risk» is interpreted as an objective possibility of adverse consequences arising in the course of economic activity under conditions of external and internal uncertainty. Risk in business is an integral part of management decision-making and can manifest itself in the form of financial losses, reduced profitability, loss of competitive position or reputational damage [2].

Researchers consider entrepreneurial risks in several areas:

- economic – as the possibility of actual results deviating from planned results;

- organisational – as a consequence of ineffective management decisions, personnel miscalculations or inconsistencies in business processes;

- social – as a threat to work teams and partnerships;

- innovative – as a consequence of the introduction of new technologies and products that may not meet market expectations.

Thus, entrepreneurial risk is a multidimensional phenomenon that requires a comprehensive approach to its identification and management.

The category of «labour potential» in domestic and foreign scientific tradition is defined as a set of quantitative and qualitative characteristics of the workforce that determine the ability of employees to ensure the achievement of the enterprise's goals. Its components are [4]:

- professional and qualification potential (level of education, competence, experience);

- innovative potential (ability to be creative, generate new ideas, technological flexibility);

- socio-psychological potential (motivation, values, level of loyalty and team spirit);

- demographic characteristics (age structure, gender balance, mobility).

Labour potential is seen not only as a resource, but also as a strategic asset that determines the competitiveness of an enterprise in conditions of growing risks and uncertainty. It is the quality of labour potential that ensures the organisation's adaptability to change, its innovative capacity and ability to effectively counteract risks.

The combination of these categories demonstrates that labour potential is one of the key tools for managing business risks. A high level of professionalism and social cohesion among staff minimises the likelihood of management errors, increases the company's ability to respond flexibly to challenges and forms the basis for long-term business sustainability [4].

Among the numerous factors that determine the level of entrepreneurial risk, the labour potential of an enterprise occupies a special place. The quality of human capital directly affects an organisation's ability to predict, identify and minimise risks arising in the course of economic activity.

Firstly, the professional competence of staff reduces the likelihood of managerial and technological errors. The higher the level of knowledge and skills of employees, the more effectively they are able to make decisions in conditions of uncertainty and crisis situations.

Secondly, motivation and the socio-psychological climate shape the team's readiness to overcome difficulties together. High staff cohesion and loyalty reduce social risks, such as staff turnover, conflict or loss of trust in management.

Thirdly, innovative and creative potential determines an enterprise's ability to adapt and find non-standard solutions. It is the innovative activity of employees that allows risks to be transformed into opportunities for development, which is especially important in a highly competitive environment.

Fourthly, organisational culture and leadership create conditions for effective communication and change management. A strong culture shapes behavioural standards that help reduce the likelihood of crises and increase the resilience of the business to external shocks.

Thus, labour potential is not only a resource for production activities, but also a strategic tool for managing business risks. The ability of an enterprise to counteract uncertainty, maintain stability and ensure long-term competitiveness depends on its development and effective use [1].

#### The essence of personnel risks

Personnel risks are the probability of negative consequences for an enterprise due to problems related to the formation, development and use of personnel. They reflect the dependence of economic performance on the quality of the labour force and the effectiveness of human resource management.

The main manifestations of personnel risks are:

- shortage of qualified personnel;
- staff turnover and loss of key employees;
- low level of motivation and engagement;
- inefficient system of training and adaptation of personnel;
- mismatch between employee competencies and the strategic objectives of the enterprise;
- increase in social conflicts within the workforce.

In the modern concept of risk management, human resource risks occupy a separate place alongside financial, operational, and innovation risks. Their distinctive feature is that they are long-term and systemic in nature: the loss of labour potential can cause a chain reaction, increasing the level of other risks for the enterprise.

Identifying and assessing HR risks involves:

- monitoring staff turnover and reasons for leaving;
- analysing the professional structure of the workforce, taking into account strategic goals;
- assessing the motivational climate within the team;
- identifying critical competencies, the loss of which could harm the company.

#### Methods of managing personnel risks

To minimise personnel risks, companies use various approaches, including:

1. Systematic planning of personnel needs, taking into account strategic and tactical development goals.
2. Staff training and development programmes that increase the level of qualifications and adaptability of personnel.
3. Formation of a personnel reserve for key positions.
4. Flexible forms of employment (outsourcing, outstaffing, project work) that allow for quick response to changes.

5. Personnel motivation and retention systems focused on long-term employee loyalty.

6. Corporate standards and culture that reduce the risk of conflict and increase social cohesion.

Thus, personnel risks are an integral part of an enterprise's risk management system. Their timely identification and effective management allow for the preservation and development of labour potential, which, in turn, serves as a guarantee for reducing entrepreneurial risks and increasing business stability.

The presented classification of personnel risks (Table 1) allows systematising the main threats arising in the process

of personnel management. Financial risks are associated with the costs of recruitment and adaptation of personnel and losses from their turnover. Organisational risks arise from ineffective personnel policies and a shortage of competent employees. Socio-psychological risks reflect the internal climate of the team and the level of staff motivation. Innovative (competence) risks are determined by the ability of employees to adapt to technological and structural changes. Systematic consideration of these risk groups within the framework of risk management contributes to strengthening the stability of the enterprise and preserving its labour potential.

Table 1

**Classification of personnel risks**

Group of personnel risks	Characteristic manifestations
Financial	Costs of recruiting and training staff; financial losses due to staff turnover
Organisational	Shortage of qualified workers; inefficient distribution of responsibilities; personnel miscalculations
Social and psychological	Conflicts within the team; low motivation and loyalty; risk of strikes or sabotage
Innovative/ competence-based	Lack of innovative competencies; resistance to change; loss of key specialists

Practical aspects: methods of increasing labour potential to reduce risks

#### Educational and professional development

One of the key tools for increasing labour potential is systematic training and professional development of personnel. Investments in internal and external training, certification programmes, and risk management training contribute to the development of the competencies necessary to respond effectively to uncertainty.

#### Formation of a personnel reserve

Risks associated with the loss of key specialists are mitigated through the creation of a personnel reserve and succession planning. This allows the company to maintain business continuity and quickly adapt to changes.

#### Staff motivation and retention systems

The introduction of comprehensive material and non-material incentive programmes (flexible bonuses, social packages, career growth opportunities) increases employee loyalty and reduces socio-psychological risks.

#### Corporate culture and leadership

Building a strong organisational culture focused on innovation, cooperation and trust is an important factor in reducing conflict within the team. Leaders who demonstrate openness and responsibility contribute to increasing staff engagement.

#### Flexible forms of employment

The use of outsourcing, outstaffing, remote and project-based work allows companies to reduce the risks associated with staff shortages and respond quickly to market changes.

#### Innovative staff development

Involving employees in internal innovation programmes, project teams and idea generation systems increases their creativity and adaptability. This allows the company to reduce the innovation risks

associated with the failure of new products or technological implementations.

Practical methods of increasing labour potential are an effective tool for reducing business risks. Their implementation ensures the preservation of human resources, increases the company's resilience to external and internal challenges, and creates conditions for long-term development.

The effectiveness of methods for increasing labour potential and their impact on reducing business risks require quantitative and qualitative measurement. To this end, it is advisable to use a system of key performance indicators (KPIs) that allows assessing the level of staff development, their engagement and ability to ensure the enterprise's resilience to risks. Below are the main indicators that can serve as a basis for monitoring and improving human resources policy in the context of risk management.

#### Key Performance Indicators (KPIs)

##### 1. Turnover Rate

– a decrease in the number of resignations indicates a reduction in social risks and the retention of key competencies.

##### 2. Employee Engagement Index

– a high score means less likelihood of conflicts and increased resilience to crisis situations.

##### 3. Time-to-Hire

– reducing recruitment times reduces organisational risks associated with staff shortages.

##### 3. Competency Match Index

– the proportion of employees whose competencies match the strategic objectives of the enterprise; directly affects the quality of decisions and reduces management risks.

##### 4. Training Participation Rate

– an indicator of investment in staff development, which reduces the likelihood of professional errors and innovation risks.

##### 5. Succession Coverage Ratio

– the availability of trained replacements reduces the risk of losing critical competencies.

##### 6. Innovation Activity Index

– the number of ideas proposed, participation in projects; a high score indicates the ability to turn risks into opportunities.

**Conclusions.** The study shows that the labour potential of an enterprise is not only a combination of the qualifications and professional characteristics of its personnel, but also a strategic resource on which the organisation's ability to counteract uncertainty and ensure resilience to business risks directly depends.

Firstly, it has been established that the quality of labour potential (competence, innovation, adaptability and motivation of employees) directly affects the level of financial, organisational, social and innovation risks. Strong human resources reduce the likelihood of management errors, increase adaptability to external challenges and form the basis for the development of innovation.

Secondly, it has been proven that human resource risks are an integral part of an enterprise's risk management system. Their timely identification and minimisation through personnel planning, the formation of a personnel reserve, the development of corporate culture and the introduction of modern HR technologies create additional opportunities for strengthening business sustainability.

Thirdly, practical methods of increasing labour potential (staff training and development, incentive systems, flexible forms of employment, leadership and innovation development, etc.) have proven effective in reducing business risks, as they ensure the preservation of critical competencies, reduce staff turnover and contribute to the formation of a positive socio-psychological climate.

Fourthly, the use of key performance indicators (KPIs) that reflect the level of engagement, competence and innovation of personnel is an effective tool for monitoring and evaluating the effectiveness of human resource policy in the context of risk management.

Therefore, labour potential is a determining factor in ensuring the resilience of an enterprise to business risks. Its development should be considered as a component of strategic management aimed at increasing competitiveness and long-term business stability in a dynamically changing economic environment.

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