

УДК 378.2

*Родионова Ольга Михайловна,  
кандидат медицинских наук, доцент, Российский  
университет дружбы народов, Москва, РФ*

*Глебов Виктор Васильевич,  
кандидат психологических наук, доцент, Российский  
университет дружбы народов, Москва, РФ*

**КОНКУРЕНТОСПОСОБНОСТЬ ПРЕПОДАВАТЕЛЯ  
ВЫСШЕЙ ШКОЛЫ КАК ФАКТОР УСПЕШНОЙ  
РЕАЛИЗАЦИИ ЛИЧНОГО ПОТЕНЦИАЛА И  
ПОВЫШЕНИЯ КАЧЕСТВА ОБРАЗОВАТЕЛЬНЫХ  
УСЛУГ\***

*Аннотация.* В работе представлен анализ проблемы функционирования высших учебных заведений, возникшей при переходе к рыночной экономике и влияние комплекса факторов внешней среды, что привело к резкому росту конкуренции на рынке образовательных услуг. В результате борьбы за финансовые и люд-

---

\* Публикация подготовлена при поддержке Программы РУДН «5-100».

ские ресурсы (потенциальные абитуриенты) между государственными и негосударственными (коммерческими) вузами, актуальным вопросом становится проблема повышения качества образовательных услуг.

В статье акцентируется внимание на кадровой политике, необходимой для образовательной организации при создании кадрового резерва вуза. Это, по мнению авторов, дает возможность быстрой адаптации и адекватного реагирования на многочисленные вызовы меняющейся образовательной среды.

Авторы также отмечают важность материального и нематериального стимулирования работников высшей школы, которое осуществляется на основе внедрения эффективного контракта, что оптимизирует оплату труда, в зависимости от результатов активности и качества оказываемых преподавателем услуг. Все это, в конечном счете, позволяет повысить личный рейтинг преподавателя, и вуза в целом.

*Ключевые слова:* высшее образование, студенты, преподаватели, конкуренция, рыночные отношения, кадровый резерв, рынок образовательных услуг.

*Olga M. Rodionova,  
Candidate of Medical Sciences, Associate Professor, Peoples'  
Friendship University of Russia, Moscow, Russia*

*Viktor V. Glebov,  
Candidate of Psychological Sciences, Associate Professor,  
Peoples' Friendship University of Russia, Moscow, Russia*

### **THE COMPETITIVENESS OF THE TEACHER OF THE HIGHER SCHOOL AS THE FACTOR OF SUCCESSFUL REALIZATION OF PERSONAL POTENTIAL AND IMPROVE THE QUALITY OF EDUCATIONAL SERVICES\***

*Abstract.* The paper presents an analysis of the problem of functioning of higher education institutions, which arose during the transition to a market economy and the influence of a set of environmental factors, which led to a sharp increase in competition in the market of educational services. As a result of the struggle for financial and human resources (potential entrants) between state and non-state (commercial) universities, the problem of improving the quality of educational services becomes a topical issue.

The article focuses on the personnel policy necessary for the educational organization in the creation of the personnel reserve of the University. This, according to the authors, enables rapid adaptation and adequate response to the many challenges of the changing educational environment.

The authors also note the importance of material and non-material incentives for employees of higher education, which is carried out on the basis of the introduction of an effective contract, which optimizes wages, depending on the results of activity and quality of services provided by the teacher. All this, in the end, allows you to increase the personal rating of the teacher, and the University as a whole.

*Keywords:* higher education, students, teachers, competition, market relations, personnel reserve, educational services market.

Issues of quality of professional education in any society are relevant at all times. Competition between public and private higher education institutions is currently increasing in the Russian higher education market. All educational institutions are forced to fight for attracting students to universities who want to undergo training or retraining in the system of additional professional education. In this regard, improving the quality of education becomes not only a state task, but also the task of each particular institution seeking additional competitive advantages [1].

Changes in the socio-economic and political system in Russia and new market relations in the country have made it possible to create different conditions for higher education. This was primarily due to the changing demographic and socio-economic situation in the country, the low level of funding for universities, building new relationships with the business community, the demands of the labor market and other conditions. All

---

\* The publication has been prepared with the support of the "RUDN University Program 5-100"

this has led to increased competition between universities, in connection with which many educational institutions of the country faced a difficult task of finding sources of sustainable development and competitiveness in the market of educational services [2,24].

In the new socio-economic conditions of functioning of the country's universities, the role of the teaching staff (teaching staff), which is certainly associated with the level of his professional activity, is sharply increasing.

In the context of our report under the competitive advantage of the University, we understand the possibilities of educational institutions that can bring maximum satisfaction to the consumer of services in the educational sphere and highlight this University in comparison with analogues in the educational community [9]. In the competitiveness of the University must be laid image component. It helps to single out a particular educational institution and makes it recognizable and attracts applicants and high-ranking teachers. The positive image of the University, its recognizable brand lead, in turn, to the best demand for graduates in the labor market [18,19].

The competitive advantages of the University also include the educational level, relevant qualifications and stability of the working staff of high-ranking teachers, which due to the constantly changing socio-economic conditions and more interesting offers from other educational organizations; can change jobs [10].

Thus, the competitive advantages of teaching staff are such competencies and properties of labor, which create for the subject of the market of educational services certain superiority over competitors.

However, there are difficulties in assessing the competitive advantage of PPP. These difficulties are associated with different methods and competencies in determining the rating of a competitive person. However, there are universals that are peculiar to a competitive person. Competitive personality includes the following qualities: moral and psychological qualities of the teacher, his psycho-mental abilities (mental and creative), a triad of competencies in the field of knowledge and skills, psychophysical data of the individual, interpersonal communication abilities, professional experience, structuring, flexibility and efficiency in the analysis of professional and everyday situations, the unity of cognitive and motivational aspirations, self-control and evaluation of their decisions on the basis of reflection, self-regulation, stress resistance, etc. [15]

An important role to improve the competitive advantage of PPP is played by the personnel policy conducted within the educational organization. Most universities in the Russian Federation have recently paid close attention to human resources. On the basis of universities, a competitive selection of young specialists for inclusion in the personnel reserve is carried out. The personnel reserve is aimed at preparing young people for scientific and pedagogical activities, professional development and promotion of career growth of talented young employees of the University, development of professional and personal efficiency of employees and students [17,20,23].

A special place is occupied by personnel policy in RUDN. In the formation of the staff put forward high, at the level of international standards, requirements for employees, which is associated with the specifics of scientific and teaching activities in the international University. Certification of employees is carried out annually to meet the ever-changing and increasing requirements and needs of the company in the education service [3,4]. In this regard, the coordinating role of management is important.

To maintain a high rating of the teaching staff of RUDN, the budget of the University annually lays the necessary items of expenditure on training, improving their scientific, pedagogical and specialized skills, training [22].

Special attention is paid to the training of young professionals and teachers in the school of personnel reserve. Post-graduate students, residents, interns, masters of final courses, who have a high level of academic performance and want to take a scientific and pedagogical position at the University after graduation [21] actively participate in the competitive selection for the positions of the teaching staff of the University.

In many successful universities there is a program «Young teachers», which is available for scientific and pedagogical and other employees of the University under the age of 30 years, with no experience of scientific and pedagogical work or with experience not exceeding three years [12,13].

To identify the psycho-emotional state of the staff of the University staff at the University is monitored using the program posted on the website of the RUDN [16]. Our research in this direction has shown a different level of psycho-emotional state of University workers in Moscow and Yelets. On a sample of 3 professional groups (accountants, employees of information services, and taught) working in the system of higher education institutions of Moscow (RUDN and M. V. Lomonosov Moscow state University) and I. A. Bunin Yelets State University. The study revealed the following features. Among accountants' higher education institutions of Moscow and the town of Yelets was a high level of anxiety (45 and 50 points, respectively). The moderate level of situational anxiety was revealed in teachers of Moscow and the city of Yelets (40 and 34 points,

respectively). Employees of information services of Moscow universities were found to have a moderate level of situational anxiety (37 points), and their colleagues from Yelets low (29 points). At the same time, the majority of indicators of psycho-emotional sphere of Moscow University workers (depression, personal anxiety, aggressiveness) in the metropolis had significantly higher values ( $p < 0.05$ ) compared to their colleagues from Yelets, which was reflected in the growth of psycho-emotional stress and maladjustment of employees of the higher school of the capital metropolis [8].

The study revealed correlations between indicators of psycho-emotional sphere and adaptation processes of workers according to such criteria as: mathematical expectation of RR-intervals ( $r = -0.77$ ); level of depression ( $r = -0.52$ ), situational anxiety ( $r = -0.38$ ) and emotional exhaustion ( $r = -0.39$ ).

Thus, the introduction of electronic testing system on the site of the University allows comprehensive monitoring of the collection and processing of data on the psychosocial state of the University staff. These data provide an opportunity to identify early stages of staff maladaptation and to carry out preventive and corrective measures to improve integrated adaptation.

Summing up, it can be noted that the formation of the personnel reserve of an educational institution on the basis of competitive selection and systematic targeted training makes it possible to improve the professional level of teaching staff, plan the personnel policy of the University and promote a comprehensive adaptation of teachers and employees to organizational changes and competition in the educational market.

Another way to improve the quality of education and stimulate teaching staff in the competitive struggle of universities is the conclusion of a contract (effective contract) between the employee and the University. In the «road map» of many universities in Russia, this form is widely used. Effective contract allows the flexibility to shape the educational and research plans of faculty, to stimulate labor and to increase ratings of the teacher and of the University as a whole.

**Conclusion.** Thus, in the current economic conditions, the problem of improving the quality of higher education is particularly acute, being not only a state task, but also the task of each University. The competitive struggle of state and commercial educational institutions, in which the professional activity of the teaching staff is carried out, depends on a number of factors, among which the competitiveness of scientific and pedagogical workers plays an important role, which is determined by the personal qualities of the teacher, the personnel policy of the University, as well as the system of material and moral incentives.

---

\* Публикация подготовлена при поддержке Программы РУДН «5-100».