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Volodymyr TKACHENKO¹, Polina PUZYROVA², Andriy KLOCHKO³

¹ Kyiv National University of Construction and Architecture, Ukraine

vladymyr8888@gmail.com

² Department of Entrepreneurship and Business, Kyiv National University of Technologies and Design, Ukraine

komaretskaya@bigmir.net

³ National Academy of Public Administration under the President of Ukraine, Kyiv, Ukraine

klochko.andriy@gmail.com

ACTUAL PROBLEMS OF PERSONNEL MANAGEMENT IN ENTERPRISES

Introduction

In the current conditions of development of the world and domestic economy, the process of personnel management is one of the most important aspects of the life and functioning of the organization, which is able to significantly improve the efficiency of the management system and ensure an increase in its level of profitability and competitiveness. Today, the economic situation in Ukraine is characterized by political, economic and financial instability, increased internal and external competition, reduced production volumes, and rising inflation. This situation adversely affects the activity of enterprises, which requires an increase in the efficiency of enterprise management. One of the most important challenges facing businesses today is finding ways to improve HRM. That is why solving the problem of finding new ways of improving the efficiency of personnel management, which determine the conditions and opportunities for the most effective activity of the company, is an urgent task.

Personnel management provides continuous improvement of the methods of implementation of personnel policy at the enterprise, use of modern science in the field of management and best practices in human resources management. It should be noted that in the current conditions of economic activity of domestic enterprises significantly changes the role of the employee, from a passive, statistical executor becomes an active participant not only in the production process, but also actively participates in all levels in the management of the organization, is included in the decision-making process at the enterprise not only of an operational and tactical character, but also of strategic importance. High results are achieved by those enterprises that are better equipped with highly qualified personnel. The prerequisites for this are an adequate level of remuneration and a well-developed system for training and improving the qualitative composition of labor resources. Therefore, the creation and functioning of an effective system of management of the organization must proceed from the establishment of optimal conditions for the development of organizational-economic, social-psychological and legal relations of the subject and object of management. Thus, it can be argued that personnel management is one of the most important elements of an organization's management system, which provides a process for the effective management of workers and their activities.

Consideration of theoretical and practical aspects of improving the efficiency of personnel management is devoted to a significant number of domestic and foreign works of famous scientists, such as D. Bogin, V. Weber, M. Vedernikov, A. Vikhansky, A. Grishnova, G. Desler, P. Druker, I. Egorshin, J. Ivantsevichi, A. Kolot, J. Lafti, M. Semykina, A. Turetsky, A. Shegda, S. Shekshnya. At the same time, the lack of consideration of personnel management practices in line with the conditions where labor outflows from the country and the shortage of highly qualified personnel are observed, requires more detailed study and improvement of the personnel management system. In spite of the basic scientific researches on the field of personnel management in the organizational management system, it should be noted that due to the complexity and multidimensionality of this problem in the current conditions, some theoretical and methodological issues have not been developed enough, and therefore require further scientific research, based on modern approaches and positive foreign experience in creating an effective personnel management system.

Results of the investigation

Staff is the most complex object of management in an organization, since it is alive for substitution from material factors of production, it makes it possible to independently make decisions, act, critically assess the requirements for it, has subjective interests, etc. Personnel is the “motor” of any organization. Often, managers focus on financial, manufacturing, logistics,

or marketing of finished products, forgetting about the people who work for the organization in all areas. These errors are too expensive. Without people, there is no organization, and without the right people, none of them will be able to achieve goals and survive.

In modern conditions, staff is not only the most important element of the production process at the enterprise, but also the main strategic resource of the company in the competition. Which are great ideas, the latest technology, the most favorable conditions, without well-trained staff, their highly efficient work, success is impossible. Recently, personnel management has undergone radical changes. A new view has been formed on labor as one of the key resources of the economy, "human capital", which is understood as the form of expression of the productive forces of a person, is included in the system of a socially oriented economy as a leading factor in production. Under the influence of objective and subjective restrictions, this new type of capital forms the human potential, that is, the totality of what it can use to achieve goals and satisfy needs. Workers are now considered not as cadres, but as human resources, their value as a success factor is constantly growing. The human resources management system is gradually being formed, replacing the old personnel management system. It should play a key role in ensuring the competitiveness and long-term development of the organization.

In human resource management, they understand the development and application in the organization of formal systems that ensure the effective and efficient use of human abilities to achieve organizational goals. This includes all activities to attract, develop and maintain an effective workforce. This system is based on the concept of human resources, recognizes the need for investment in the formation of this main type of resources. In contrast to the concept of personnel management, this concept justifies the economic feasibility of the costs associated with attracting a quality workforce, its continuous training, maintaining it in working condition, and even creating the conditions for more fully identifying the opportunities and abilities inherent in a person, with their subsequent development. Investing in human resources is becoming a long-term factor in the competitiveness and survival of the company. In this regard, the costs associated with personnel are not considered as unfortunate losses, but as investments in human capital – the main source of profit.

In personnel management, a system of interconnected organizational, economic, and social measures to create the conditions for the normal functioning, development, and efficient use of labor potential at the organization level is understood. A prerequisite should be an organic combination of personnel management with the concept of organization development.

The classical approach to personnel management was called personnel management. It is characterized as follows (Fig. 1)¹.

¹ Dessler H. *Upravlenye personalom*; per. s anhl.; 2-e yzd. (3l.). M.: BYNOM. Laboratoryia znanyi, 2013. 799 s.

Human resources management is the main function of any organization. Within the framework of the concept of human resources management, personnel are comparable to fixed assets, their costs are considered as long-term investments, personnel planning is intertwined with production, employees become an object of corporate strategy, group organization of labor is being actively introduced, and therefore, emphasis is placed on team building and development abilities of people and the formation of corporate culture.

Human resources services solve organizational and analytical issues, as well as provide support to line managers in order to facilitate the adaptation of company employees. As you know, the concept of human relations states that a person is now striving: firstly, to a mode of existence in social relations with other people; secondly, as an element of the community towards an economic function, the group needs and is appreciated by it.

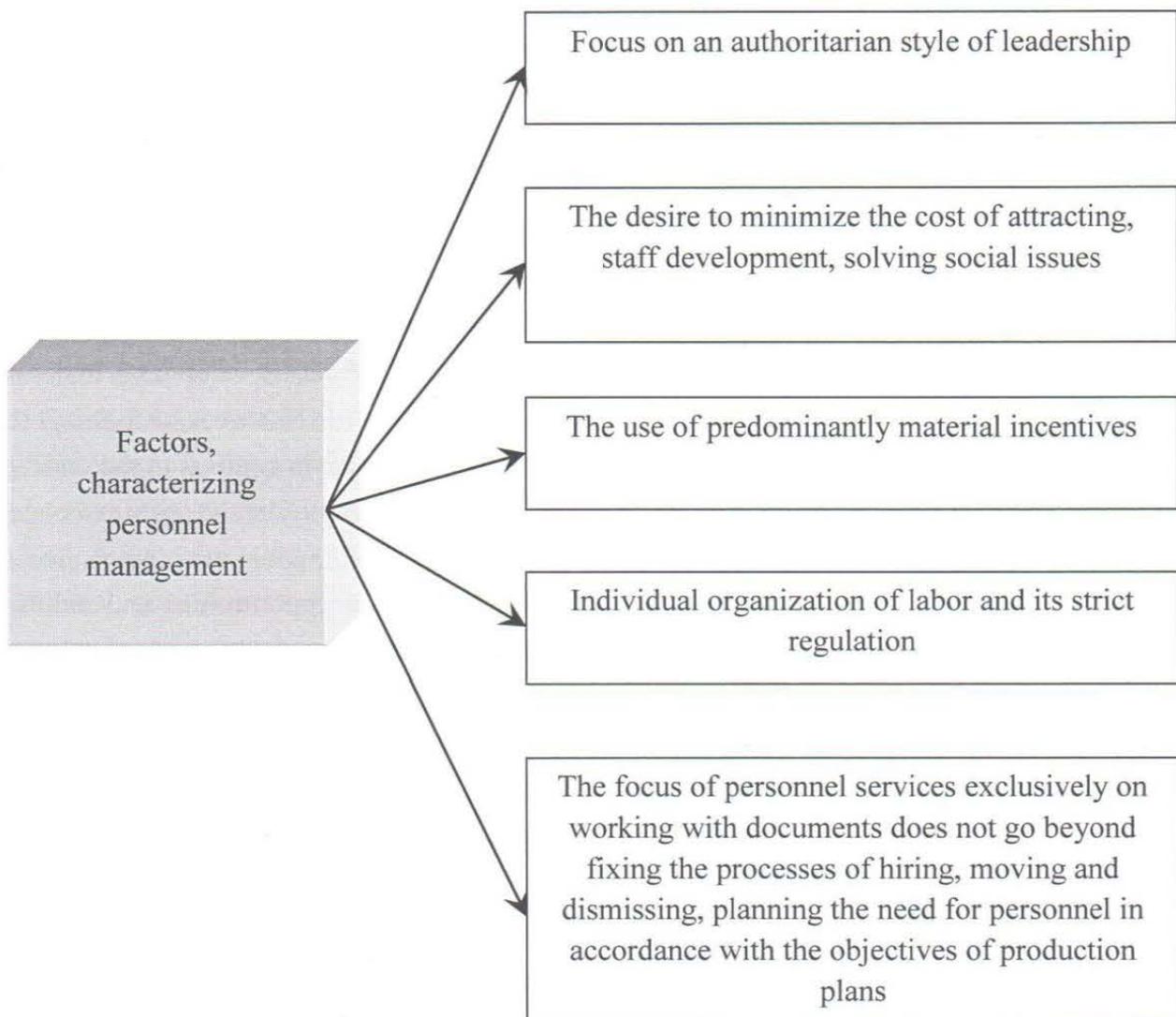


Fig. 1. Factors characterizing personnel management in terms of the classical approach. Source: systematized by the author based on: Ehoryshyn A.P. Upravlenye personalom: uchebnyk dlia vuzov; 5-e yzd., dop. y pererab. N. Novhorod: NYMB, 2015. 720 s.

Rys. 1. Czynniki charakteryzujące zarządzanie personelem w ujęciu klasycznym. Źródło: usystematyzowane przez autora na podstawie: Ehoryshyn A.P. Upravlenye personalom: uchebnyk dlia vuzov; 5-e yzd., dop. y pererab. N. Novhorod: NYMB, 2015. 720 s.

The main tasks of the personnel management system today include:

- ✓ providing organizations with qualified personnel,
- ✓ creating the necessary conditions for the effective use of knowledge, skills and experience of employees,
- ✓ improving the system of remuneration and motivation,
- ✓ increasing job satisfaction with all categories of personnel,
- ✓ providing employees with opportunities for development, advanced training and professional growth,
- ✓ stimulation of creative activity,
- ✓ the formation and preservation of a favorable moral and psychological climate,
- ✓ improvement of personnel assessment methods,
- ✓ management of internal movements and career of employees,
- ✓ participation in the development of organizational strategies. The principles of building a modern personnel management system are:
 - ✓ the effectiveness of the selection and placement of workers,
 - ✓ justice of remuneration and motivation,
 - ✓ professional growth of employees according to the results of labor, qualifications, abilities, personal interests, needs of the organization,
 - ✓ quick and effective solution to personal problems².

To reveal the essence of the scientific category "personnel management" it is necessary to analyze the content of the concepts that form it. In general, the concept of "management" is ambiguous, theoretically and methodologically controversial in foreign and domestic science. It should be noted that the problem in the scientific community is a comparison of the concepts of "management" and "management". Many scientists in the field of management are in the process of formulating their own views on the definition of differences in these concepts. In total, in the modern scientific literature there are two main approaches to determining the essence of these concepts.

The first approach is that some researchers identify these concepts (B.Z. Zeldovich, R.B. Kaznachevska, I.M. Chuev, A.V. Matrosova, Z.P. Rummyantseva, M.A. Salomatin, R.S. Akberdin et al.). Proponents of the second approach distinguish between these categories and generally believe that "management" is a broader concept than "management" (V. Kravchenko, L. Shevchenko, S.I. Mikhailov, V. Atamanchuk and others).

In foreign and domestic scientific literature, various interpretations of the concept of "personnel management" are known. In particular, the well-known English economist Michael Armstrong notes that personnel management is "a strategic and consistent approach to managing the organization's valuable assets – the people who work in it and make individual

² Kryvoruchko O. M. Upravlinnia personalom pidpriemstva: navch. posibnyk / Kryvoruchko O.M., Vodolazhska T.O. – Kh. : KhNADU, 2016. – 200 s.

and collective contributions to achieving its goals, while maintaining the company's constant competitive advantage". Other Western researchers George Milkovich and John Bodro propose to consider personnel management as "a series of decisions in the field of relations with employees that affect the performance of employees and the organization as a whole".

A study of the work of Ukrainian scientists on the problems of personnel management gives reason to argue that they use different approaches to the interpretation of the concept of "personnel management". But, in our opinion, the main ones are process, system and functional approaches.

So, some domestic researchers note that "personnel management is a very complex and multifaceted process that involves many different resources, including human, financial and material," and also define it as a specific area of management activity, the main object of which is people who are members of certain social groups, work collectives. V.A. Rulev, S.A. Gutkevich, T.L. Mostenska noted that "personnel management is a systematically organized process of reproduction and efficient use of all the personnel of the organization, aimed at achieving the goal." A.V. Krushelnitskaya and D.P. Melnichuk argue that personnel management involves a systematic systematically organized impact through a system of interconnected organizational, economic and social measures aimed at creating conditions for the normal development and use of labor potential at the enterprise level.

Also, based on a systematic approach, the essence of the concept of "personnel management" is determined by the scientists A.D. Matrosov, V. Dyuzhev, V.A. Matrosova. They believe that the set of goals, directions, forms and methods of personnel management is a system of personnel work, which, in turn, is represented by such subsystems: a subsystem of analysis, planning and forecasting personnel; a subsystem for the selection, placement, evaluation and continuous training of personnel and a subsystem for the use of personnel. Other domestic scientists consider the concept of "personnel management" as a specific function of management (managerial activity) (L.V. Balabanova, A.V. Sardak, F.I. Khmel). V.A. Hramov, A.P. Bovtruk consider personnel management as "part of the functional sphere of personnel management as the main organization mechanism"³.

Thus, the personnel management process is a complex process and an important component of managing an organization as a system. The complexity of the personnel management process is determined by its object, because employees differ significantly from other resources in the organization's management system and require specific management approaches.

Therefore, an effective personnel management system at the enterprise will contribute to: increase the level of motivation of employees in the enterprise; growth in labor productivity; regulation and elimination of deficiencies that arise in the process of production relations; creating a favorable atmosphere in the workforce and the formation of a corporate culture in the enterprise; the formation of new skills in the training process for employees, staff

³ Nykyforenko V.H. Upravlinnia personalom: navch. posib.; 2-e vyd., vypr. ta dop. Odesa: Atlant, 2013. 275 s.

development, development of creative potential; increase the profits of the enterprise and generally improve its image, position in the modern competitive market environment.

Also, it is necessary to move domestic enterprises from traditional to modern approaches in the field of personnel management. In our opinion, building personnel management on the basis of a modern approach is, first of all, a balanced combination of human resources, institutional transformations of the organization and its continuous adaptation to changes in the internal and external environment.

It is based on modern approaches to the formation of an effective subsystem of personnel management and using the experience of progressive foreign methods and technologies of personnel management, we see that personnel management in the organization's management system should consist of six such elements (Fig. 2):

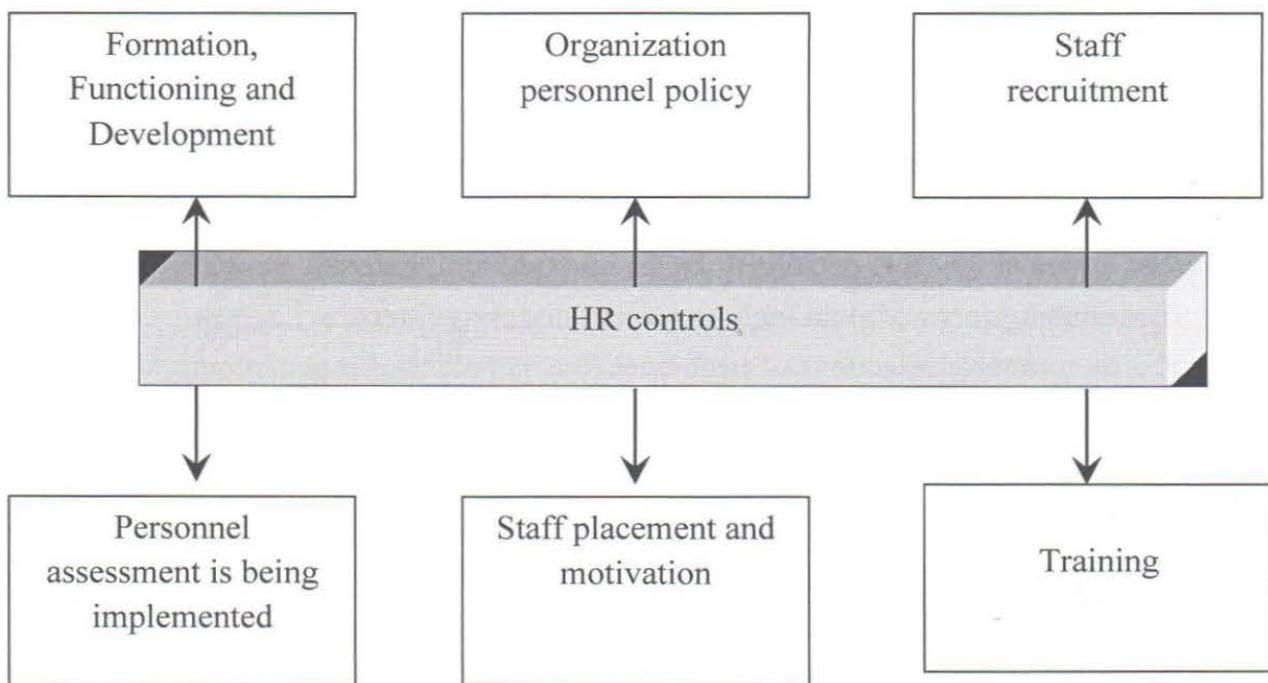


Fig. 2. Basic elements of personnel management of an enterprise (organization). Source: investigated by the authors based on: Novikova M.M., Mazhnyk L.O. *Tekhnolohiia upravlinnia personalom: teoretychni ta metodychni aspekty: monohrafiia*; Khark. nats. akad. misk. hosp-va. Kh.: KhNAMH, 2012. 215 s.

Rys. 2. Podstawowe elementy zarządzania personelem w przedsiębiorstwie (organizacji). Źródło: opracowanie własne na podstawie: Novikova M.M., Mazhnyk L.O. *Tekhnolohiia upravlinnia personalom: teoretychni ta metodychni aspekty: monohrafiia*; Khark. nats. akad. misk. hosp-va. Kh.: KhNAMH, 2012. 215 s.

1. The formation, functioning and development of personnel management should be based on the application of modern methodological approaches. The main components of the personnel management methodology are: the philosophy of personnel management (a set of intra-organizational laws, administrative-organizational and ethical standards, the system of values and beliefs of the organization); the concept of personnel management (methodological and theoretical foundations, as well as a system of

- practical approaches to the formation of a management mechanism in specific conditions); principles and methods of personnel management (rules of the organization's activities and ways of influencing it on the labor collective) models of personnel management (a set of tools, methods, techniques that are used for the most efficient use of human resources in the organization's management system).
2. Personnel management is implemented through the organization's personnel policy. In scientific circles, there are many views on the interpretation of the concept of "personnel policy". We agree with the definition of the researcher E.P. Parkhimchik, who claims that "the personnel policy of the organization is formulated (verbally or in writing) the principles, priorities, norms, rules for working with personnel that are mandatory for all participants in the personnel management process aimed at achieving the organization's goals and strategic goals and are used taking into account the constant changes in internal organizational conditions and environmental requirements". Thus, the personnel policy determines the main direction in working with personnel for the long term. Personnel policy includes the following components: leadership style; labor regulations; collective agreement; HR planning.
 3. Attracting staff – an event with the hiring of staff to meet in the long term the needs of the organization for personnel from internal and external sources. An effective recruitment process should include several successive steps:
 - ✓ recruitment (selection) of personnel (development of requirements for candidates for a vacant position, staff search, collection of necessary and sufficient information about a candidate for a vacant position),
 - ✓ selection of personnel (a series of activities and activities undertaken by the enterprise to identify from the list of applicants those that are best suited for the vacant work place),
 - ✓ registration for work (procedures related to the submission, filling out and signing of documents by an employee, necessary for hiring),
 - ✓ adaptation of personnel (mutual adaptation of the employee and the organization based on the gradual inclusion of the employee in the production process in his new professional, psycho-physiological, socio-psychological, organizational and administrative, economic, sanitary and hygiene and domestic conditions of work and rest).
 4. The personnel assessment is carried out to determine whether an employee is in a vacant or occupied position. To evaluate an employee for a vacant position, it is first necessary to establish his potential. Analysis of the employee's compliance with the post (certification) is carried out by evaluating his individual contribution and effectiveness in the labor process.

5. The placement and motivation of staff – these are important functions of personnel management, providing: career planning of the organization, taking into account the vital interests of employees; conditions that favorably affect the health and performance of the employee in the performance of his production duties and exclude the influence of dangerous and harmful factors on workers; stability of payment and the creation of an effective system of material and non-material incentives for staff; systematic and reasonable horizontal (rotation) and vertical movement of personnel.
6. Personnel training is necessary to match the professional knowledge and skills of employees with the modern level of management and production. In general, there are four types of personnel training for the organization (professional training, advanced training, staff retraining, additional education).

Conclusions

So, today at domestic enterprises there are a number of problems that impede the increase in the effectiveness of the personnel management system, therefore, new directions for their solution are needed. A simple and proven staff development strategy is an effective investment in promising and talented employees. Investing in employees is more than investing for profit. However, in modern conditions, in the presence of high environmental uncertainty, the economic and social development of enterprises is impossible without the introduction of the following strategic areas for personnel management: the formation of an effective organizational structure for enterprise management in accordance with changes in the external environment; investing in staff development; improvement of personnel assessment methods; Creation of an effective system of labor motivation. Therefore, taking into account the corresponding needs of enterprises and the presence of certain environmental conditions, we understand that at Ukrainian enterprises the personnel management system should become more flexible, economical and oriented towards solving fundamentally new goals and objectives. The generalization of scientific research related to the problems of the personnel management sphere revealed that the effectiveness of personnel management should be considered in conjunction with its influence on the efficiency of the enterprise. Since personnel management affects the efficiency of the enterprise, effective personnel management should be provided with an appropriate mechanism that contributes to the sustainable development of the enterprise, and the solution to this should be the prospect of further research. Personnel management is a complex applied science about organizational, economic, administrative, technological, legal, group and personality factors, ways and methods of influencing the personnel of an enterprise to increase efficiency in achieving its goals. Thus, having studied the scientific works of domestic and foreign scientists on the nature and content of the concept of

“personnel management” in the modern management system of an organization, we note that this issue has an interdisciplinary and multidimensional nature and requires further scientific and theoretical justification and reflection.

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Abstract

One of the important roles in the development of enterprises is played by staff. It is the proper management of human resources that brings the necessary result of the organization. It is on the composition of the organization that overall performance depends. Priority is given to the problem from which the following come. It lies in a narrow understanding of the social role of the organization as a whole. It also delays the development of the goal of the enterprise, and, as a conclusion, there is no reasonable strategy for achieving results. All this depends on the understanding by each employee of the organization of their social role, position, responsibility, interests in relation to effective activities in the enterprise. The clash of interests is complex, which may manifest itself in the management and its employee.

Keywords

Personnel, management, motivation, mechanism, planning, organization, development, enterprise, organization.

**AKTUALNE PROBLEMY ZARZĄDZANIA PERSONELEM
W PRZEDSIĘBIORSTWACH****Streszczenie**

Personel odgrywa ważną rolę w rozwoju przedsiębiorstw. Właściwe zarządzanie zasobami ludzkimi przynosi niezbędny wynik organizacji. Skuteczność całej pracy zależy od składu organizacji. Pierwszeństwo ma problem, z którego wynikają następujące kwestie. Jest to wąskie rozumienie społecznej roli organizacji jako całości. Opóźnia także rozwój celów przedsiębiorstwa i, na zakończenie, nie ma rozsądnej strategii osiągnięcia wyników. Wszystko to zależy od zrozumienia przez każdego pracownika organizacji jego roli społecznej, stanowiska, odpowiedzialności, zainteresowań w związku ze skuteczną działalnością w przedsiębiorstwie. Konflikty interesów są złożone, co może przejawiać się w zarządzie i jej personelu.

Słowa kluczowe

Personel, zarządzanie, motywacja, mechanizm, planowanie, organizacja, rozwój, przedsiębiorstwo, organizacja.