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FEATURES AND PRINCIPLES OF THE MODERN PERSONNEL MANAGEMENT SYSTEM

Abstract.

The article considers the essence and significance of the principles of formation of a modern personnel management system of domestic enterprises. The place of principles of formation of management system among the general principles of management is defined.

Research has shown that the object of management has changed in the personnel management system, and this leads to the need to revise the methods and content of management functions. The paradigm of personnel management is changing. Personnel is seen as an object of investment, the effectiveness of which must be calculated.

The need to use a new approach to personnel management in response to changes in the facility itself was emphasized. This approach should take into account the temporary nature of the assessment, as well as allow a systematic assessment of the effectiveness of the personnel management system.

Keyword: *personnel management, personnel management system, management principles, efficiency of personnel management system.*

Formulation of the problem.

Human resource management is a strategic, homogeneous and consistent method of managing the most valuable capital of any organization - people. It is people management that makes it possible to create the right conditions for employees to make full use of their creative potential to achieve the goals of the organization.

People are employees who directly influence the achievement of economic results and the achievement of enterprise goals. As the experience of both foreign and domestic shows, the main resource of a modern enterprise is human capital [1].

Therefore, human resource management is an organizational function that manages all the problems associated with people in the organization. These include, inter alia, compensation, recruitment and recruitment, performance management, organizational development, security, well-being, benefits, employee motivation, communication, policy administration and training.

In this regard, the construction of the company's competitive advantage in the environment, among other things, depends on how we plan, organize the recruitment process, which is needed to create opportunities for development and career growth of employees, what incentives we will use in work process and how we will control the performance of tasks by the employee.

Personnel management is a thorough and step-by-step work with professionals or employees of the organization, and then, people management through a joint connection between control and employees. And human resource management is a management function that helps managers plan, hire, select, train, develop, restore and support members of the organization [2].

It is important to monitor changes in the environment and use modern methods of selecting candidates so that the best reach us and not the competitors. However, we must remember that the process of selecting and signing an employment contract is only the beginning of the career of an employee who contributes to the capital of our organization.

In connection with the transition of the Ukrainian economy to an innovative type of development, the problem of effective personnel management, aimed at increasing the productivity and productivity of employees, is quite relevant. This is due to the fact that human capital is becoming one of the decisive intangible factors in the competitiveness of both the country as a whole and the individual enterprise. For this reason, the task of improving the efficiency of the personnel management system in a market economy is urgent.

The purpose of the article: analysis of the peculiarities of personnel management of domestic enterprises, development of methodological approaches and practical recommendations for solving the problems of the modern personnel management system.

Analysis of research and publications. The study of features and principles of personnel management system, as one of the most important areas of enterprises, is devoted to the works of foreign and domestic economists such as: I. Ansoff, F. Becker, P. Drucker, G. Kunz, M. Mescon, F. Hedoury, S. Oddonell, S.I. Bandura, D.P. Goddess, O.A. Grishnova, V.M Danyuk, A.M. Kolot, I.D. Kruchko, O.V. Krushelnyska, N.D. Lukyanchenko, in their scientific works they considered the theoretical and applied aspects of the personnel management system at the enterprise. However, due to the complexity and multifaceted nature of this problem

in modern conditions, some issues are insufficiently studied.

Research results.

At the present stage, it is believed that the main asset of any enterprise is people. The quality, productivity, profitability, customer service and image of the company largely depend on the training, coordination and motivation of its staff. In order for an enterprise to function in accordance with market conditions, it must know, want and be able to work properly. Inadequate personnel management can lead to many problems that hinder the work of the enterprise: lack of motivation; uncertain responsibilities; low level of education, lack of information; underdeveloped internal communications and coordination; conflict of interest.

Acceleration of scientific, technical and socio-economic development and, as a consequence, increasing uncertainty in the external environment in the early 80's of the 20th century led to the formation of a new paradigm of personnel management - human resource management. The staff of the enterprise ceased to be considered as an item of expenditure and became one of the key resources, a source of competitive advantage of the organization. It should be emphasized that personnel management is aimed at "technical" provision of the enterprise with resources, while human resources management aims to create a competitive advantage through the competencies of the organization's personnel. Thus, if before the task of managers was to manage staff and their behavior, in today's challenges to them was added another - knowledge management [3].

Personnel are the most complex object of management because people are endowed with intelligence. They are constantly developing relationships based on a contractual basis. In modern conditions, the value of human resources is constantly growing, which has led to the formation of a personnel management system [4].

Personnel management, a concept also known as human resource management. Personnel management for enterprises is the correct use of human factors. Management personnel can be defined as part of the management process, which primarily concerns the human components of the enterprise.

I.O. Safronov believes that the personnel of the enterprise should be understood as the main composition of skilled workers of the enterprise, firm, organization [5].

Scientists L.V. Balabanov, O.V. Stelmashenko believes that personnel management should be considered as a specific area of management, the main object of which are people who belong to certain social groups, labor collectives [6].

O.V. Krushelnitska and DP Melnychuk considers the personnel management system as a set of interconnected elements that differ functionally, but aimed at achieving a common goal [7].

G.V. Osovskaya [8], defines that the management system is an ordered set of interconnected elements that differ in functional goals, operate autonomously, but are aimed at achieving a common goal.

In enterprises, staff is the most difficult element of

management because each employee has characteristics and their own socio-psychological qualities. The approach to each employee of the enterprise should be individual.

One of the problems of personnel management, according to A.Ya. Kibanova, there is a lack of personnel planning, which leads to irrational provision of people with jobs at the right time and in the right number, in accordance with their abilities, skills and production requirements [9].

M.M. Nedashkivsky believes that the personnel management system is a subsystem of the enterprise management system, integrated and aimed at solving the overall goals of the organization [10].

Personnel management is often seen as part of the management of employees and their working relationships within companies, which aims to combine and develop the efforts of men and women working within the company to effectively organize the work to take into account the welfare of each employee. Employees and workgroups seek to make them work more efficiently for the benefit of the enterprise.

J.M. Ivantsevich, A.A. Lobanov noted that personnel management should be considered as a variety of activities used in companies, which contributes to the most effective use of employees to achieve organizational and personal goals [11].

According to [12], personnel management is defined as a set of management actions (principles, methods, tools and forms) of interests, behavior and activities of employees to maximize their potential in the performance of work functions.

The activities of the organization aimed at the effective use of people (staff) to achieve the goals of both the team as a whole and individually (personally) of each employee [13].

Theoretical aspects of personnel management are presented in the works of Mikhailov L. In her opinion, it is "..... system of information-analytical and methodological support for management decisions in personnel, management system to improve the efficiency of the organization" [14].

It is very important to consider human resource management as: "organizational and economic mechanism of subordination and use of hired labor in the economic system."

Summarizing the above interpretations, we can say that personnel management is a set of interrelated techniques, forms, methods of organizing work with staff, which:

- first, are conducted on behalf of the management of the organization;
- secondly, aimed at providing conditions for the effective and fullest use of intellectual and physical capabilities of the employee;
- thirdly, aimed at improving the efficiency of the organization.

Thus, some authors distinguish technical, administrative or personal cultural as subsystems. Others in the management of the enterprise distinguish two parts: activity management and people management. Most authors consider the features of the personnel manage-

ment system as a subsystem of general enterprise management and identify: object and subject, the goals of the system, tasks, its functions and structure, principles and methods of operation [15].

The personnel management system includes subsystems in the areas of personnel work, including a set of methods, procedures and programs to influence the organization on its employees in order to maximize their work potential.

The essence and features of the personnel management system is its purpose, which is formed as the efficiency of the entire management system of the enterprise and its subsystem "personnel management" based on optimizing the interaction of its elements, coordination and orderliness of productive activities of all employees.

P. Drucker believes that in the field of personnel management in enterprises is the use of differentiated approaches and management styles for different groups of employees and even individual employees in different situations [16].

According to Danyuk V.M. - the effectiveness of personnel management depends on the effectiveness of mechanisms and methods by which the personnel management process will be carried out [17].

Personnel management is based on the principles: scientific, democratic centralism, orderliness, unity of

orders; combination of individual and collective approaches, centralization and decentralization, linear, functional and target management; control over the implementation of decisions [8].

The most common interpretation of the term "human resource management" is the mobilization of employees to work actively as line managers. There are also the following interpretations and approaches:

- attitude to the factor of labor as a source of income;
- creating conditions for each employee so that he could contribute to the common cause;
- integration of social policy into the general policy of the enterprise, the purpose of which is: employment, improvement of selection, professional training of competent and interested employees who will effectively and efficiently implement the goals of the enterprise [8].

The principle of personnel management system is understood as important rules, regulations and norms of management that ensure its proper functioning. Recruitment, placement and incentives take into account the business and personal qualities of employees.

Personnel management provides two categories of functions, according to which the principles can be divided into general and partial (Fig. 1).

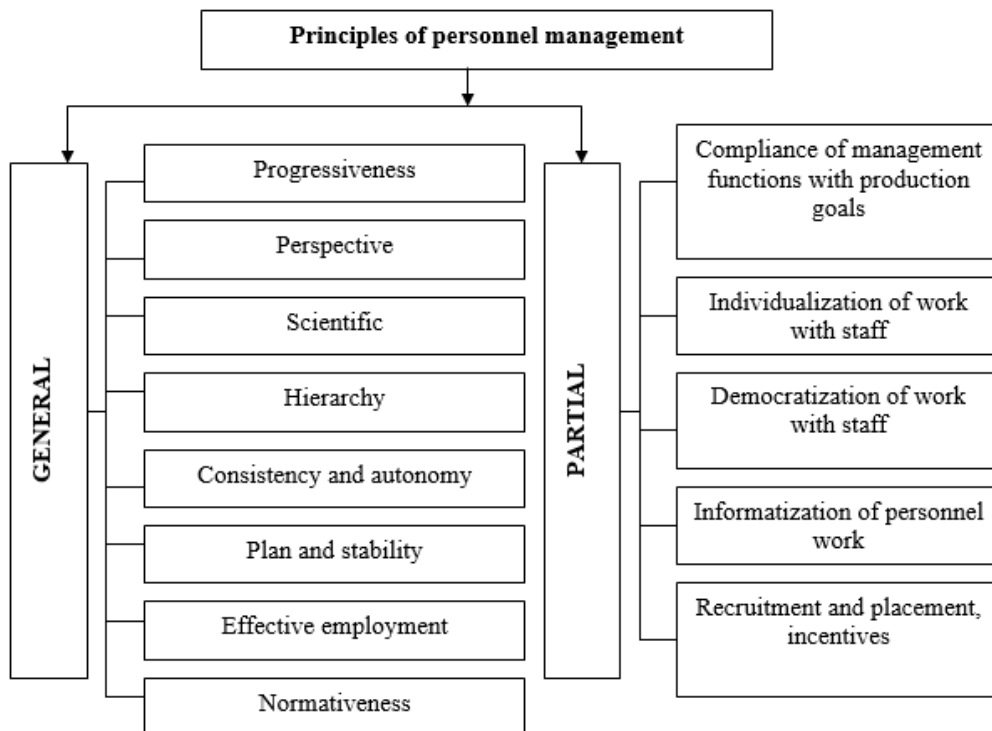


Fig.1. Classification of personnel management principles

It is necessary to distinguish the principles of building a personnel management system from the methods. The set of methods may differ depending on changing conditions, maintaining the principles of personnel management.

The generally accepted principles of personnel management of the enterprise take into account:

1. The principle of maximum individual development. The principle emphasizes the development of

each employee. Because each person is different in nature and character, the manager must recognize the potential characteristics of each employee and provide opportunities for the development of all characteristics with the best use of them in the enterprise. Maximum personal satisfaction should be a hypothesis of personnel policy.

2. The principle of scientific selection. Because management has to do the work of employees, it is also necessary to select them on a scientific basis. There

must be proper coordination between the employee and the functions he performs. The employee will work effectively on performance of the official duties, for this purpose the scientific system of selection of the personnel of the enterprise has to be developed.

3. The principle of high morality. In order to achieve the primary goals of personnel management, it is very important to maintain the morale of employees. They must be persistently and consistently motivated to achieve a common goal. Several factors should be explored to motivate employees to work in the right direction to get the desired results. Several monetary and non-monetary incentives, such as the introduction of an ideal wage system, the provision of bonuses, payments, improved working conditions, training facilities, social security, which contribute to staff motivation.

4. The principle of effective communication. There must be an effective system of communication up and down so that messages - facts, ideas, positions and opinions - can be transmitted to employees from the top management down and vice versa. If the other party, for whom it means, the idea or fact is not clear, the purpose of communication can not be fulfilled and can create misunderstandings and lead to a violation of labor discipline among employees in the middle of the enterprise.

5. The principle of dignity of labor. The work should be given due attention in the enterprise. Employees should develop a sense that "work is worship." Therefore, the work of employees should be praised in order for the employee to have a sense of satisfaction.

6. The principle of responsibility. Cooperation is the key to all success. Employees need to understand that their teamwork can only achieve the company's primary goals. They must feel their shared responsibility.

7. The principle of fair remuneration. To support the company, it is important that employees are properly rewarded for their work. Otherwise, their cooperation in the company will be a farce. Thus, the obligation of personnel management to provide fair wages to workers so that their needs are met, they can work effectively free from all shortcomings.

8. The principle of joint partnership. According to this principle, employees are properly involved in the management of the enterprise so that they can understand that they are partners in the prosperity of the organization, their interest and the interest of management are the same. Personnel management should create an atmosphere for employee participation in management.

9. The principle of efficient use of human resources. Personnel management has been designed to make the best use of available human resources for management to effectively achieve the goals of the organization. Personnel management is nothing more than the art of effective management of the employee to obtain the desired result from his activities.

One of the principles of management is that all the work performed by staff in enterprises, in some way must be performed directly or indirectly and contribute to the achievement of enterprise goals. This means that setting goals is a priority, which is a necessary condition for the decision of most management structures.

Tasks are pre-defined goals or objectives, which are aimed at individual or group activities of the company's staff. The goals of personnel management reveal the philosophy of management, regarding the workforce that is engaged in work and its deep foundation of the importance of employees for the enterprise.

Today, many domestic enterprises and organizations are not fully aware of the importance of the process of improving and developing an effective personnel management system.

The analysis of the problem showed that in organizations there is a problem of the need to develop and apply effective methods of personnel management that will meet the new realities of a market economy. The use of effective methods of managing organizations in general and methods of personnel management in particular, ensuring sustainable development of enterprises in a complex dynamic and unstable environment is becoming one of the most important problems of the modern economy [9].

Methods of personnel management act as ways of realization of principles.

The method of personnel management - a way of influencing the staff and the individual employee, the purpose of which is to coordinate its activities in the management of the enterprise. In other words, with the help of personnel management methods the main tasks of the whole branch of personnel management are realized - search of the most effective tools of influence on the personnel of the enterprise for opening of potential of employees and, accordingly, for achievement of the enterprise purposes.

Traditionally, in science and practice there are classifications of personnel management methods based on their content and focus [12]:

- administrative (organizational and administrative);
- economic;
- socio-psychological methods.

Researchers identify different methods used in the personnel management system: according to management functions, for example, methods of ensuring the organization of personnel; staff evaluations; organization of wages; career management; vocational training; management of disciplinary relations; ensuring safe working conditions.

O.P. Deacons [18] identifies the following groups of methods:

- data collection methods: questionnaires, interviews, active observation during the working day, interview, study of documents, etc.
- methods of analysis: system analysis, economic analysis, expert-analytical method, etc.;
- methods of formation: system approach, method of analogies, parametric method, creative meetings, etc.;

substantiation methods: comparison method, normative method, modeling of actual and desired researched object, functional-cost analysis, etc.;

- methods of implementation: training, retraining and advanced training of employees of the management staff.

The conducted researches have established that

quantitative methods have become the most widespread at modern domestic enterprises: point, coefficient and point-coefficient. Their advantages are objectivity, independence of personal attitude of experts to the expert, possibility of formalization of results, comparison of parameters, systematization of results and use of mathematical methods.

Currently, a significant number of economic entities face the problem of insufficient efficiency of their own personnel management. This thesis is indirectly confirmed by the fact that in most economic entities the assessment of the effectiveness of personnel management is either not carried out at all, or is performed using methods that are not suitable for obtaining qualitative results.

In market conditions, the main tasks of the organization are:

- production and release of competitive products, goods, services;
- the use of the best means for the production;
- the minimum costs of living and materialized labor.

In solving each of the listed tasks, the organization's personnel plays a huge role, exerting a strong influence on the construction of the entire production process.

Evaluation of the effectiveness of the personnel management system in the organization is subject to:

- the level of labor organization and its regulation;
- provision of the organization with personnel;
- labor intensity and use of staff time;
- increasing the efficiency reserve of the organization of personnel management;
- labor intensity of the unit for receiving finished products;

- labor volume of the production program;
- the efficiency of distribution and use of social spending and wages. Evaluation of the effectiveness of the personnel management system in the organization must be carried out at all possible stages of management, from departments to the top management of the organization. It is one of the key stages in the development of management decisions aimed at eliminating deficiencies and improving the efficiency of the personnel management system in the organization.

When assessing the effectiveness of personnel management should be based on qualitative and quantitative analysis, which is carried out in the study of internal components of the personnel management system of the enterprise and further analysis of all elements of this system separately [4].

It should be emphasized that the qualitative assessment of personnel management should be considered as a determining factor in increasing the overall efficiency of management and the success of the entire business entity. In addition to achieving the main goals, it is able to identify problem areas such as violations of safety rules, high costs due to insufficient management, etc. [19].

Evaluation of the effectiveness of personnel management can be defined as a systematic, formalized process aimed at measuring the costs and benefits associated with programs of personnel management activities to correlate their results with the results of the base period and the goals of a particular enterprise.

Methods for assessing the effectiveness of personnel management are divided into three groups [20]: quantitative, qualitative (or descriptive) and combined (or intermediate) (Fig. 2).

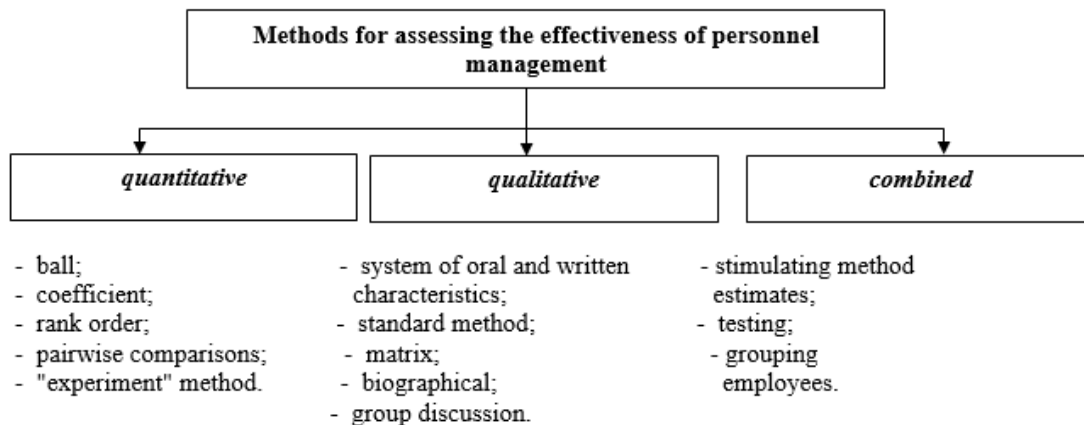


Fig. 2. Classification of methods for assessing the effectiveness of personnel management

Thus, in modern business conditions for effective management of the enterprise it is necessary to use a set of different methods and tools of management. Unfortunately, not every domestic company can ensure the coordinated work of its units. This once again convincingly demonstrates the importance of effective management technology for the successful operation of enterprises.

Conclusions. Thus, the personnel management system is a set of principles, forms and methods of organizing work with personnel.

The role of the personnel management system is to ensure the maximum use of the potential of each employee to achieve the goals of the organization with the optimal investment of available resources in the organization.

Management principles determine the philosophy and strategy of enterprise management and its parts. On the basis of the developed principles the purposes of activity of the enterprise are adjusted, priorities are specified, its policy is formulated, methods are developed. The implementation of the principles, goals, priorities and policies of enterprises is carried out using

appropriate methods, instructions, regulations and standards.

Further research should be aimed at developing basic structures for the implementation of management functions, guidelines for adapting these structures to the conditions of a particular enterprise.

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