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## PERSONNEL POLICY OF UKRAINIAN AND FOREIGN ENTERPRISES: MAIN PROBLEMS AND PROSPECTS

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organization,  
personnel management

The article focuses on the principles of personnel policy of Ukraine and foreign countries, such as – Japan, America and Denmark. The main directions of the personnel management system of the organization are considered, which allow to increase the efficiency of the production process due to the quality work of specialists. The main methods of working with staff, which were formed by world practice, are indicated. The concepts of sustainable economic development of the organization and social responsibility of the entrepreneur are correlated. The operative work with the personnel of the organization in Ukraine and the world is analyzed. There is a trend of changes in these models of work with staff, which was caused by a number of reasons, namely: scientific and technological progress, integration and globalization, the formation of modern personality and society as a whole. The main advantages of each method of personnel policy at the enterprise are indicated. The main problems related to personnel policy at Ukrainian enterprises are described and a parallel is drawn between them and educational training activities. The directions of influence of qualitative personnel policy on the society are characterized. The principles of the correct approach to the personnel of the organization are described. An analysis of motivational methods that should be used to encourage employees to work actively and efficiently. Ways to improve the personnel policy of Ukraine in order to strengthen its competitive position at the level of enterprises and organizations are proposed.

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## КАДРОВА ПОЛІТИКА УКРАЇНСЬКИХ ТА ЗАРУБІЖНИХ ПІДПРИЄМСТВ: ОСНОВНІ ПРОБЛЕМИ ТА ПЕРСПЕКТИВИ

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**Ключові слова:**

кадрова політика,  
персонал, мотивація,  
соціальна відповідальність,  
організація, кадрове управління

У статті приділено увагу принципам ведення кадрової політики України та зарубіжних країн, а саме – Японії, Америки та Данії. Розглянуто основні напрями системи управління персоналом організації, які дозволяють підвищити ефективність виробничого процесу за рахунок якісної праці робітників. Зазначено основні методи роботи з персоналом, які були сформовані світовою практикою. Співвідносяться поняття сталого економічного розвитку організації та соціальної відповідальності підприємця. Проаналізовано оперативна робота з персоналом організації в Україні та світі. Простежено тенденція змін у наведених моделях роботи з кадрами, що було спричинено рядом певних причин, а саме: науково-технічним прогресом, інтеграцією та глобалізацією, становленням сучасної особистості та суспільства в цілому. Зазначено основні переваги кожного методу ведення кадрової політики на підприємстві. Описано головні проблеми, пов'язані із кадровою політикою на українських підприємствах та проведено паралель між ними та освітніми заходами підготовки фахівців. Надано характеристику напрямам впливу якісної кадрової політики на суспільство. Охарактеризовано принципи правильного підходу до персоналу організації. Надано аналіз мотиваційним методам, які варто застосовувати

для заохочення співробітників підприємства до активної та ефективної праці. Запропоновано шляхи покращення кадрової політики України з метою зміцнення її конкурентних позицій на рівні підприємств та організацій.

### Formulation of the problem

The modern world is under the influence of large-scale processes of integration, globalization and scientific and technological progress. Countries change with society, people have new needs and opportunities. Important task is to track the latest trends in the economic and social sphere. New needs of society cause changes in the field of work. Weak capacity of personnel management in order to ensure effective implementation of tasks related to the implementation of structural reforms; unfavorable social economic conditions; lack of a transparent mechanism for acceptance and promotion; unclaimed knowledge and intelligence in the modern personnel model; insufficient social orientation of Ukrainian enterprises; slow pace of implementation of innovative technologies of professional development leads to a decrease in the formation and development of competitive professionals, which adversely affects the economic development of the state. Progressive processes in society form the need to reform personnel policy on the basis of foreign experience and the concept of «social entrepreneurship».

### Analysis of recent research and publications

Many scientists studied the personnel management system and personnel policy, among them: Bobko L.O. [1], Marynyak L.V.[1], who studied the current problems of personnel policy formation in the civil service system of Ukraine, Borshch V.I. [2], Belyakova V.V. [2], who studied the formation and implementation of personnel policy at Ukrainian enterprises, Doronina O.A. [3], Kalina A.V. [4], Krushelnyska O.V. [5], Melnychuk D.P. [5], Malyhina I.V. [6], Rudenko O.V. [7], Kondratyuk O.M. [7], Horeva A.S. [7] and Strehkova S.V. [8], who considered the foreign experience of forming a corporate personnel policy.

### Formulation of goals

The purpose of the article is to substantiate the theoretical provisions of personnel policy in enterprises and the introduction of practical recommendations for improving personnel management measures in Ukraine, based on the experience of leading foreign companies.

### Presentation of the main research material

In the conditions of modern development of the world economy the main priority for each country is labor resources (personnel of the enterprise). After all, human labor is a factor in shaping the economic potential of the state.

Personnel of the organization (staff) – a set of individuals who have certain qualitative characteristics that ensure the achievement of the goals of the enterprise. There are 2 categories of personnel [4, p. 261]: industrial production personnel engaged in production and maintenance; industrial and non-production personnel.

Every enterprise, organization, institution is interested in the effective use of its labor potential. Thus, the concept

of «personnel management», «personnel policy» becomes important.

Personnel policy has the following directions [5, p. 5]: to ensure the effective implementation of the capabilities of the worker and the organization as a whole through a creative (rather than mechanical) approach, in order to successfully develop the employee as a person, ie create and improve special methods, procedures, personnel programs management; develop personnel policy strategies, concepts, principles and methods of enterprise personnel management, namely, formation of enterprise management system and personnel management system, personnel planning, personnel marketing, determination of personnel potential and needs of the organization in personnel, accounting and rationing of personnel.

Personnel policy of any enterprise should not be one-sided, ie, based on only one area. Thus, world practice has formed several basic methods of personnel management [5, p. 122] – economic methods: material incentives for workers, the use of economic management mechanism; administrative methods: orientation on labor discipline, culture of labor activity; socio-psychological methods: moral incentives, psychological management techniques; legal methods: observance of legal norms, acts, laws, resolutions and instructions; methods of an individual enterprise: employee incentive system, social responsibility.

Methods of personnel management of the organization should include personnel planning, which is based on the operational plan of work with personnel (Fig. 1). Operational plan for work with staff – a set of specific measures, after which the implementation of work with staff in the organization.

At the moment, Ukraine, which aims to create a highly developed society and bring companies to a competitive level, is significantly changing its approach to personnel policy. Personnel policy measures focus on the concept of «social person». The country is more concerned about the social aspects of the functioning of production systems, the emotional and psychological climate that exists in the workforce.

Socially responsible activity of enterprises becomes relevant. The term «social responsibility» means providing assistance to society to achieve social and economic goals. As for Ukrainian entrepreneurs, their socially responsible attitude is based on improving the working conditions of staff, providing educational opportunities, charitable assistance in respect for the consumer [2, p. 177]. In general, socially responsible business in Ukraine is divided into the following areas (Fig. 2).

Thus, it can be argued that Ukraine's personnel policy is based on the principles of working with European-style staff. They are based on certain characteristics of work, socio-psychological climate, personal qualities of the leader, public relations, business culture and social planning [9].

No less important criterion for the functioning of personnel policy is the efficiency of staff. For the development

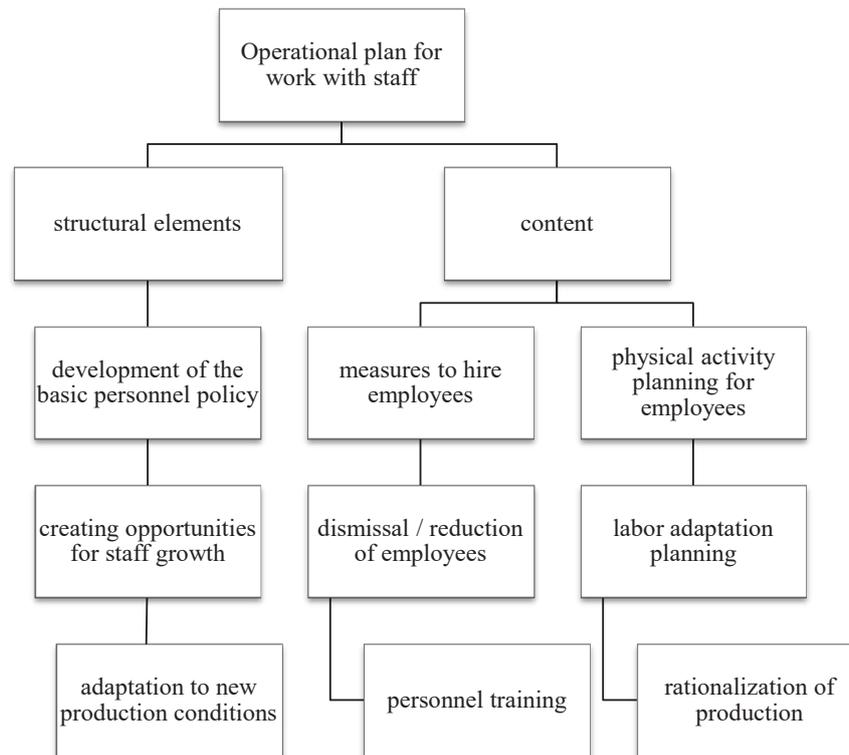


Fig. 1 – Operational plan for work with staff

Source: improved by the authors based on [8, p. 69]



Fig. 2 – Areas of socially responsible business

Source: improved by the authors based on [9]

of any enterprise it is necessary to have quality indicators of its employees, how well the staff performs the task, provides timely results of its work, is active and interested in improving the production process at the enterprise. Hence, Ukraine has adopted the European experience of staff motivation [5, p. 3].

Motivation of work – a complex process that is due to certain personal characteristics of man, as well as meeting their needs and their compliance with external conditions in the process of work. Motivation is a set of internal and external forces that motivate a person to active activity.

This result is achieved using methods that have their own classification (Fig. 3).

If we consider the personnel policy of Ukrainian enterprises, organizations and institutions, a clear drawback is insufficient training of employees.

Today’s problem is the situation when the state is increasingly experiencing a shortage of specialists in the fields of industry and agriculture. As a result, the level of unemployment is increasing [10].

Considering the process of internationalization of modern personnel policy, scholars have traditionally identified the American, Japanese and European approaches to personnel management in the enterprise. To determine the characteristics of each of the main

foreign models of personnel policy (American, European and Japanese), consider the three leading multinational corporations LEGO Group, Ford Motor Company and Sharp, covering different areas of the economy and are typical representatives of the above models [3, p. 130] (Table 1).

We will dwell in more detail on the training system at the Japanese company «Sharp». In our opinion, it is worth paying attention to how carefully specialists are prepared for future tasks in order to obtain the desired results. As a global corporation seeking to expand in the world’s fast-growing markets, Sharp is actively promoting human resources. The company’s personnel policy contains the following personnel development programs [5, p. 123]:

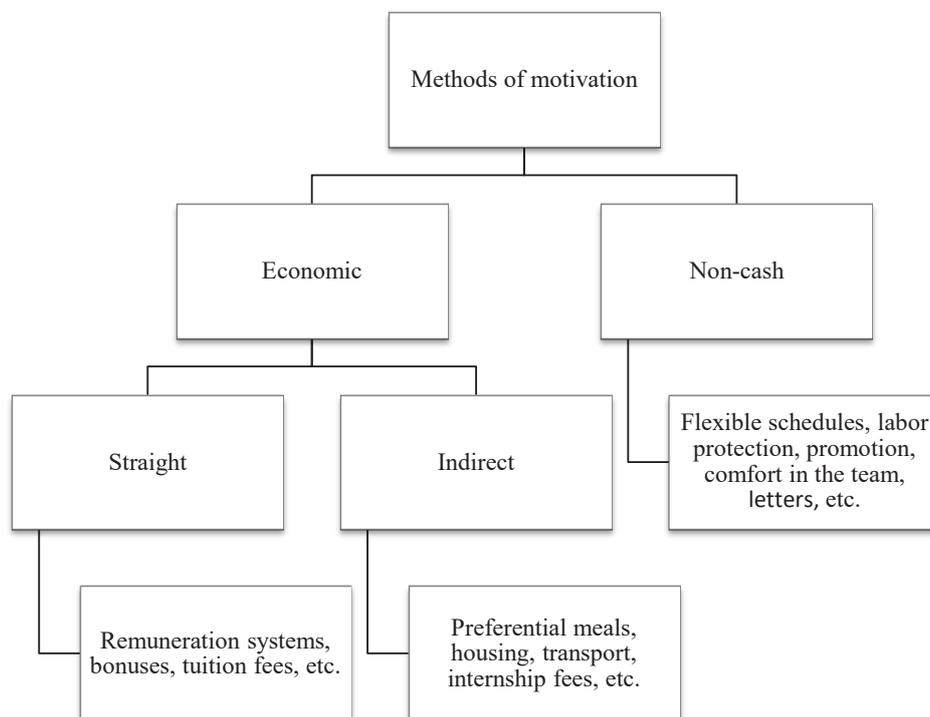


Fig. 3 – Methods of staff motivation

Source: improved by authors based on [2; 4]

Table 1 – Directions of personnel policy of leading foreign companies

Company name	Key components	Directions
LEGO Group (Denmark)	programs for continuous assessment of indicators and causes of staff turnover, monitoring of staff skills, employee training, including knowledge in related fields	<ul style="list-style-type: none"> <li>• create a decent place for employees</li> <li>• provide the qualifications needed to regulate activities today and in the future</li> <li>• create permanent and secure jobs for all employees through careful planning                             <ul style="list-style-type: none"> <li>• the work of LEGO Group employees must be paid appropriately, taking into account working conditions, personal achievements, results and in accordance with the local level of payment for similar work</li> <li>• personnel policy should be developed and implemented in close cooperation between the company’s management and employees</li> </ul> </li> </ul>
Ford Motor Company (USA)	Diversification and Involvement as Priorities in the Company's Business Strategy	<ul style="list-style-type: none"> <li>• a barrier-free culture in which every employee feels involved, respected and valued                             <ul style="list-style-type: none"> <li>• creating a working environment based on respect and involvement of employees in economic processes</li> <li>• ensuring a balance between work and life</li> </ul> </li> </ul>
Sharp (Japan)	the importance of respect for fundamental human rights and personal dignity, non-discrimination and human rights violations	<ul style="list-style-type: none"> <li>• a healthy work-life balance</li> <li>• create jobs that provide the employee with good mental and physical well-being</li> <li>• the enterprises hold monthly meetings of the Central Labor Management Council, which are attended by representatives of both parties (owners and employees) and a joint discussion of the business environment and labor relations</li> </ul>

1) GATE – training for foreign trips (study of the basics of global leadership and features of developing economies);

2) G-BANK – training for current foreign business trips for 3 years;

3) GRID – to train professionals who will hold key positions in the future and ensure the development of the company abroad (sending employees for one or two years to developing countries, such as India or the United States, to study the specifics of their markets, culture);

4) GOAL – for teaching employees a foreign language (Chinese or English). Sharp gives its employees the opportunity to choose the style of work that is most acceptable to them at different stages of their lives and thus helps employees to achieve a balance between work and personal life.

Thus, based on the analysis of personnel policy problems in Ukraine and on the basis of foreign experience, we can provide several suggestions that can significantly improve the personnel policy of Ukrainian enterprises:

1. To provide an opportunity to enterprises, institutions and organizations for state support (as an example of reducing the tax burden) to pay for the education of capable students in areas that are more in demand for them (IT – industry, engineering, computer graphics, etc.), with the aim of obtaining as a result of a highly qualified specialist and do not feel an urgent need to personnel and with the condition that the funds spent on his training will be later returned to the enterprise.

2. To improve the program and system of rewards at Ukrainian enterprises. To equalize the time that the employee spends on work and the time of his personal life, to introduce a system of flexible scheduling.

3. To promote the development of an extensive training program for workers to increase their professional competencies.

4. Provide guarantees of employment and create an atmosphere of trust in the workforce.

5. Provide employees with a work plan for a month so that they have the opportunity to roughly plan their working hours.

6. To create a special recreation room for the employees of the company or institution, where the team will be able to have a full rest and prepare for the next stage of work.

7. Create a special employee assistance fund for employees of the enterprise, from which the employee can take funds as needed.

### Conclusions

This article examines the theoretical provisions of personnel policy and its practical application at foreign enterprises. The concept of personnel motivation and its main methods are considered.

The main shortcomings of work and personnel training in Ukraine were identified, namely: conflicts among employees of enterprises, insufficiently comfortable climate in the organization, uneven distribution of jobs, insufficient social orientation of Ukrainian enterprises.

Three models of personnel management are compared – American, European and Japanese, respectively, on the example of the enterprises «Ford Motor Company», «LEGO Group», «Sharp». The principles of personnel management at the specified foreign companies were studied.

There are suggestions for improving the personnel policy in Ukraine, which relate to the educational training of specialists, improving the personnel motivation system, and ensuring trust between the company's workforce and the employer.

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