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PECULIARITIES OF FORMATION OF THE COMPANY'S PERSONNEL RESERVE IN THE FIELD OF STAFF MOTIVATION

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It is noted that the main value of any enterprise is usually considered to be its employees, and the enterprise itself is viewed not as a mechanism for making a profit, but as a way of organizing people and their potential. New requirements for the training and retraining of management personnel are identified. HR-management as a science that focuses on human resources, their formation and development in accordance with the strategic goal of the enterprise is revealed. The choice of sources of formation of the personnel reserve is allocated. It is noted that an employer at any enterprise, when forming a personnel reserve, needs to make a choice and prioritize among the sources of formation. It is substantiated that when forming a personnel reserve, the choice is always made in favor of hiring new employees. It is noted that the purpose of the declared activity is aimed at improving the economic result of the organization (even if indirectly) and at avoiding mistakes when working with the reserve. The theoretical approaches to the content and mechanism of formation of the personnel reserve are investigated. The sources of formation of the personnel reserve, advantages and disadvantages of the internal personnel reserve are analyzed. It is established that the potential reserve is formed by managers, specialists, and workers who meet the basic requirements in terms of education, specialty, and height. It is determined that the talent pool is closely related to increasing the motivation of employees who are aware of the seriousness of the prospects for professional and career growth at the enterprise. Attention is focused on the criteria for forming an internal reserve and assessing the effectiveness of work with the personnel reserve. The article highlights the work with the talent pool on the example of private joint-stock company "Ukrainsky Grafit", where the main regulatory document governing the mechanism of formation is the Regulations on work with personnel reserve. It is emphasized that the task of the Regulations of private joint-stock company "Ukrainsky Grafit" is to establish uniform organizational principles in working with the reserve and to create a system for training the reserve of management personnel at the enterprise. The main information sources of private joint-stock company "Ukrainsky Grafit" regarding the consideration of candidates for the personnel reserve are disclosed. It is determined that in the event of vacancies at the enterprise, the internal personnel reserve is considered first to fill the vacancy.

ОСОБЛИВОСТІ ФОРМУВАННЯ КАДРОВОГО РЕЗЕРВУ ПІДПРИЄМСТВА У СФЕРІ МОТИВАЦІЇ ПЕРСОНАЛУ

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кар'єрне зростання,
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Зазначено, що головною цінністю будь-якого підприємства заведено вважати її співробітників, а саме підприємство – розглядають не як механізм видобутку прибутку, а як спосіб організації людей та їхнього потенціалу. Зумовлено нові вимоги до підготовки та перепідготовки керівних кадрів. Розкрито HR-менеджмент як науку, що приділяє головну увагу кадровим ресурсам, їх формуванню, розвитку у відповідності стратегічній меті підприємства. Виокремлено вибір джерел формування кадрового резерву. Зазначено, що роботодавцю на будь-якому підприємстві при формуванні

кадрового резерву необхідно зробити вибір і розставити пріоритети серед джерел формування. Обґрунтовано, що при формуванні кадрового резерву завжди вибір робиться на користь прийому нових співробітників. Зазначено, що мета заявленої діяльності спрямована на поліпшення економічного результату організації (нехай навіть непрямого) і на уникнення помилок під час роботи з резервом. Досліджено теоретичні підходи до змісту та механізму формування кадрового резерву. Проаналізовано джерела формування резерву кадрів, переваги та недоліки внутрішнього кадрового резерву. Встановлено, що потенційний резерв утворюють керівники, фахівці, робітники, які задовольняють основні вимоги за освітою, спеціальністю, зросту. Визначено, що кадровий резерв тісно пов'язаний з підвищенням мотивації працівників, які усвідомлюють серйозність перспективи професійного та кар'єрного зростання на підприємстві. Зосереджена увага на критеріях формування внутрішнього резерву, оцінці ефективності роботи з кадровим резервом. Висвітлена робота з кадровим резервом на прикладі ПрАТ «Український графіт», в якому основним нормативним документом, що регулює механізм формування є Положення про роботу з кадровим резервом. Виокремлено, що завданням Положення ПрАТ «Український графіт» є встановлення єдиних організаційних принципів у роботі з резервом та створення системи підготовки резерву керівних кадрів на підприємстві. Розкриті основні інформаційні джерела ПрАТ «Український графіт» щодо розгляду кандидатів кадрового резерву. Визначено, що у разі виникнення вакантних посад на підприємстві у першу чергу для заповнення вакансії розглядається внутрішній кадровий резерв.

Formulation of the problem

A significant problem faced by company managers today is the lack of specialists on the labor market who would not only carry out high-quality management procedures for personnel, but also connect the personnel policy of the company with a defined strategic goal. This problem is relevant even for successful business structures.

Every enterprise that plans its further development must have the necessary human resources to fulfil the production tasks that are part of its development programmes. Personnel, in turn, being one of the most important resources, needs to be developed. The work on the formation and preparation of a reserve for promotion to senior positions of the enterprise is carried out in order to more effectively use the potential of human resources, improve the quality of management personnel, and motivate employees to grow professionally and professionally. The prospect of an employee holding a position with greater authority and responsibility is one of the significant motivational factors for his or her highly effective work.

The formation of a personnel reserve is one of the main functions of personnel management, because the presence of professional “reserve players” is the key to the success of any enterprise.

To implement this area of work with personnel, a personnel reserve is created to fill primarily managerial positions. In the current conditions of socio-economic development, the relevance and practical importance of forming a company's personnel reserve is due to the increased competition for qualified labour in the labour market.

The personnel reserve formation program is aimed at creating a system of continuous professional and career development of employees. Providing an employee with feedback on career growth is a powerful management

tool even for a line manager, who in this way directs and motivates the activities of his subordinates.

It is also difficult for HR managers to accept that qualified employees cost money and effort to retain them. It's no secret that our most common “method” of personnel management in crisis situations is “patching personnel holes.” It is almost the only method of HR management even in more stable enterprises, since most of our top managers are used to working systematically, giving strategic status to the personnel reserve, only by word of mouth.

It would seem that any manager is aware of the need to introduce a new employee as quickly as possible, who will make it possible to change the situation for the better. However, the most traditional methods of working with personnel do not contribute to this, and sometimes additionally slow down the process that has barely begun.

In the absence of a personnel reserve, the problems that arise fall like “thunder from a clear sky”, the top management is deprived of the opportunity to predict and manage the situation, because in the best case, it receives information about what happened, after the fact, when it is too late to change anything.

Analysis of recent research and publications

In the HR management system, sufficient attention is paid to methodical and organizational conditions for the formation of the personnel reserve. A significant contribution to the study of theoretical, methodological and practical aspects of the formation of the personnel reserve at enterprises, the forms of preparation of the reserve, the criteria and stages of the formation of the reserve was made by such scientists as: Savchenko V.A. (personnel development), Sochinskaya-Sibirtseva I.M., Dorenskaya A.O., Tushevskaya T.V. (HR-management), Dyakiv O.P., Ostroverkhov V.M. (personnel management),

Balanovska T.I., Mykhailichenko M.V., Troyan A.V. (modern technologies of personnel management) and others. But, despite a significant number of works, issues related to the selection of candidates and the assessment of personal qualities of candidates remain insufficiently researched. It is appropriate to emphasize that competence, professional training, work experience, organizational, business, moral qualities, opportunities for further growth of the employee should be of decisive importance when selecting candidates for the personnel reserve.

Formulation of the goals of the article

The purpose of this article is to summarise the peculiarities of formation of the enterprise's personnel reserve in the sphere of personnel motivation.

Presentation of the main research material

Personnel development is a systematically organised process of continuous professional training and education of employees to prepare them for performing more complex production functions, professional and qualification advancement, formation of a reserve of managers and improvement of the social structure of the organisation's personnel [1].

The company should encourage further professional growth of its employees at different levels of the hierarchy. However, special attention should be paid to senior management positions, as they have a significant impact on the development of the enterprise. It is important to be able to identify candidates who demonstrate leadership qualities and aptitude for management among your staff and specifically prepare them for management positions. This can be implemented in practice through planning and training of the personnel reserve [2].

Depending on the approaches to the formation of the composition of managers, two types of personnel reserve are distinguished: internal and external. The internal personnel reserve is formed from the company's employees. The external personnel reserve is formed from the number of:

- graduates of specialised educational institutions who have successfully completed an internship at the company;
- candidates who were interested in HR, but for some reason did not come to work in the company at the time of the interview; candidates whose data were obtained on the basis of monitoring the achievements and career development of key industry professionals [2].

The advantage of the internal personnel reserve is that the reservist is sufficiently familiar with the organization, its structure, organizational culture, has personal contacts with work colleagues, and is less susceptible to being dragged to other enterprises.

The disadvantages of the internal personnel reserve include the fact that the reservist does not always enjoy authority among his colleagues, sometimes does not show interest in innovations.

The reserve for positions should be formed on the basis that the employees enrolled in it have a real chance to advance. To determine the optimal number of personnel reserves, it is necessary to determine:

- the enterprise's need for management personnel for the nearest or longer term (up to five years);
- the actual number of currently prepared reserves of each level;
- the approximate percentage of individual employees leaving the personnel reserve (for example, due to failure to complete an individual training program, in connection with departure to another district, etc.);
- the number of managers released as a result of a change in the management structure, which can be used for management activities in other areas [3].

When implementing programmes for selecting the reserve, the organisation should assess the need for managers, the time of their appointment and the specifics of their activities. Only on the basis of these data is it advisable to select the personnel reserve and develop its training programmes [6].

The company uses the following sources of information to select candidates for the personnel reserve: certification materials; results of the work of the team managed by the candidate for nomination; materials of personal affairs; data characterizing the qualifications of employees, labor activity; results of interviews with a reserve candidate, feedback from colleagues [7].

The procedure of selection into the personnel reserve must be regulated and coordinated with other procedures – nomination, appointment. Selection to the reserve for management positions is carried out by the top management of the enterprise and the human resources management department confidentially, for a specific position, taking into account three main criteria:

- compliance of individual characteristics of the candidate with the profile of an ideal employee in this position, which is determined by methods of expert evaluations and testing;
- the results of work in the position he currently holds, according to the certification results;
- the candidate's level of preparation.

The general list of applicants must be secret, it is known only to the first supervisor and the personnel manager [5; 10].

The process of forming the personnel reserve should be continuous and flexible in accordance with production requirements, coordinated with other areas of work with the organization's personnel. The preparation of the personnel reserve is a rather difficult process, which requires constant attention from the head of the enterprise, the personnel department at all stages of the formation of the reserve.

The appointment of the head of a structural division, the promotion of a specialist to a managerial position should not take place spontaneously in connection with a sudden vacancy, but should be planned systematically, based on the gradual replacement of the vacated position of the manager [2].

Quantitative characteristics of the state of work with the personnel reserve are characterized by a number of indicators (Table 1).

Let's consider the peculiarities of the formation of the personnel reserve on the example of PrJSC "Ukrainian Graphite". Personnel reserve is a group of managers and

Table 1 – Indicators of quantitative assessment of work with personnel reserve

Indicator	Calculation methodology
Effectiveness of training managers within the enterprise	$E_{tr.} = \frac{\text{Number of key positions for the period occupied by representatives of the reserve}}{\text{Number of vacant positions}}$
Effectiveness of training managers within the enterprise	$E_{tr.} = \frac{\text{Number of key positions for the period occupied by representatives of the reserve}}{\text{Number of vacant positions}}$
Fluidity of the reserve	$F_{res.} = \frac{\text{The number of reserves that left the company during the period}}{\text{Average number of reserves for the period}}$
Average length of time in the reserve	$t_{res.} = \frac{\text{Number of years in the reserve before taking up the position}}{\text{The number of members of the reserve who took up the position}}$
Reserve readiness	$R_{res.} = \frac{\text{Number of key positions with successors}}{\text{Total number of key positions}}$

specialists, potentially capable of managerial activities, who meet the requirements set forth by a certain position, and after appropriate professional training can occupy managerial positions [8]. The internal personnel reserve is formed from the company’s employees.

The main purpose of working with the internal reserve of personnel at the enterprise is:

- full and timely supply of the enterprise with competent and managerial personnel;
- identifying among the employees persons who have the potential to be appointed to a managerial position and effective use of their creative potential;
- creating real prospects for professional and career growth;
- ensuring timely replacement of managers in connection with reaching retirement age or for other reasons, competent and capable of managerial work of employees;
- achieving optimal arrangement and rotation of managers, specialists;
- attraction of younger employees to key positions;
- reduction of the period of adaptation to the position of manager by newly appointed employees [4; 9].

It should be noted that the mechanism for forming a personnel reserve at an enterprise is determined by the Regulation on work with the personnel reserve, which has its own structure (Fig. 1).

When selecting candidates for the reserve for management positions of the enterprise, the following are taken into account:

- account data (age, education, information on labor activity, etc.);
 - employee’s health status, family circumstances;
 - managerial potential (dedication, responsibility, initiative, leadership qualities, ability to make decisions independently, balance, self-control, ability to see the future, ability to acquire new knowledge and new methods of work);
 - organizational skills (possession of business communication and management skills, ability to work in a team and rationally allocate working time) [9].
- The qualification commission evaluates each applicant and makes a conclusion about inclusion in the reserve, inclusion with comments and exclusion.
- Only after the list is approved, employees are notified of inclusion in the internal reserve or exclusion. Exclusion of an employee from the reserve is carried out:
- in connection with the unsatisfactory results of his activity;
 - insufficient work on improving business qualifications;
 - unworthy behaviour;
 - due to the deterioration of health;
 - by age.

Work is carried out with the persons included in the personnel reserve, which will contribute to the improvement of the professional level of employees and their preparation for the performance of functions in a managerial position. For this purpose, an individual training plan is developed for a specialist who is included

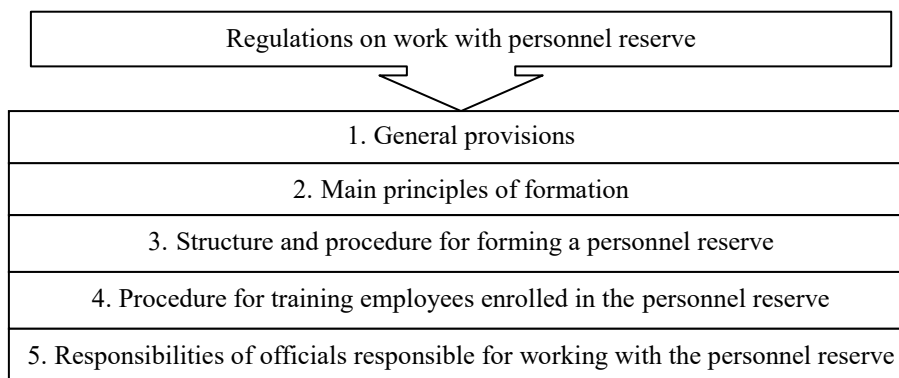


Fig. 1. Structure of the Regulation on work with the personnel reserve [9]

in the reserve. The individual plan includes the following measures:

- joint work of a candidate for a managerial position and a mentor;
- temporary performance of the duties of an absent manager during his vacation or business trip;
- internship in a managerial position;
- work in projects and execution of powers delegated by the mentor;
- participation in working groups, meetings;
- solving certain production tasks;
- employee performance assessment.

The individual plan is developed directly by the head of the structural unit and agreed with the director by direction.

During the formation of the personnel reserve, the role of the manager changes: from a direct supervisor, he turns into a consultant who delegates opportunities to the employee. In the process of delegation, the reservist's training goals can be discussed, supplemented, adjusted taking into account the realities that the reservist saw.

At PrJSC “Ukrainian Graphite” considerable attention is paid to reservists, but for some reason mentors remain in the shadows. Therefore, it is advisable to create an effective system of motivating the mentors themselves to perform their functions by:

- regular allowance for mentoring (monthly/quarterly);
- encouragement of mentors whose reservists have demonstrated the best results of training according to the conclusions of the qualification commission during the interim or annual evaluation.

If necessary, it is useful to conduct internal training of mentors in the skills of transfer of experience and assistance in the development of reservists.

Thus, the process of forming an internal personnel reserve at the enterprise involves: firstly, ensuring reliable succession when replacing managerial positions of structural divisions, secondly, minimizing the possibility of appointing an untrained worker or one who does not meet the requirements, thirdly, creating conditions for stimulating creative activity.

Work with the personnel reserve at PrJSC “Ukrainian Graphite” is an element of the system of career growth and motivation, which does not require significant investments, but gives the opportunity to obtain appropriate results.

The availability of a personnel reserve of trained specialists enables the enterprise to significantly reduce the costs of recruiting and adapting new employees, as well as to build a system of investments in personnel development, which, in turn, significantly increases the non-material motivation of employees and contributes to their retention at the enterprise. In addition, the presence of a prepared personnel reserve makes it possible to significantly reduce the company's risks in case of illness of key employees or the occurrence of other unforeseen circumstances.

Clearly defined guarantees of professional growth and career advancement are important as a motivating factor. This is a serious moral and psychological motive for employees' labour activity, based on each employee's natural desire for self-affirmation and recognition of their

usefulness and significance in the team. It is important to create an environment in the team where everyone knows the prospects for their growth – in qualifications and in their position.

Conclusions

The personnel reserve can be used both as an approach to evaluating the efficiency of employees and, if necessary, as a basis for determining rewards based on results – bonuses.

The essence of forming a personnel reserve is to form a list of key tasks. It is very important that the performance of each task can be evaluated. Correct understanding of the employee's goals creates the possibility of their achievement. When setting goals competently, the employee realizes that he is fully responsible for completing the task, even if there are a number of external objective reasons. Their task is to overcome obstacles that stand in the way of achieving their goals. Having clear goals and objectives is a powerful motivating factor.

“Voluntary retirement” of experienced employees threatens the need to look for new, less qualified and experienced employees, which may ultimately affect the quality of manufactured products.

Analyzing the implementation of organizational innovations, it should be noted that this process is far from painless. Most often, it is necessary to overcome the resistance of the staff. It arises due to various specific reasons, to which the five most common reasons are added: fear of the unknown, a sense of insecurity and uncertainty that has arisen (due to the lack of guarantees), lack of involvement in the process of future changes, lack of time to implement an innovation due to a large volume of operational work, past negative experience of implementing change projects. And if the resistance is provoked by the lack of information or its misinterpretation, it will be logical to relieve the tension by providing true and complete information about the program for the formation of a personnel reserve, as well as to attract employees to participate in it, convincing them of the need for this measure. Having spent a certain amount of time and effort, the top management receives active participants of the program with strong motivation. Resistance can also be overcome thanks to the stimulation and support of employees.

However, the internal reserve of the enterprise should not be limited only to the key positions of managers of the upper and middle management levels. The most effective functioning of enterprises is also facilitated by the inclusion in the personnel reserve of managers of the lower level of management, professionals with good training and potential for career growth.

When the enterprise is developing, increasing the volume of production, it is quite justified to invite workers to new workplaces, specialists to low-level positions. But it is necessary to fill vacant positions of professionals and managers mainly from one's own personnel resources. This is a justified employment policy, an important component of corporate culture [1].

The process of training reservists can last a long enough time, provided the company uses modern methods of

market analysis and long-term planning, but such training of its own personnel can justify itself in the future.

Therefore, when working with personnel, especially when forming a personnel reserve, it is necessary to take

into account that the greatest value will not be an employee who possesses exceptional knowledge, but one who is able to constantly master and learn new things, and then apply his own knowledge in practice.

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