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DOI <https://doi.org/10.26661/2414-0287-2024-1-61-13>**IMPROVEMENT OF THE MANAGEMENT SYSTEM ENTERPRISE PERSONNEL****Malyz V., Bekhter L., Tkachenko V.***Zaporizhzhia National University**Ukraine, 69600, Zaporizhzhia, Zhukovsky str., 66*

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The concept of personnel management is substantiated. The system of personnel management, developed by leading domestic companies with consideration of introduction of advanced foreign technologies of personnel management and stimulation of own expertise, is researched. The subsystems of personnel management are disclosed. The principles of creation of management systems in accordance with the international standard ISO 9001:2000 are defined. The main factors of human resource management are considered. The links of the personnel system are substantiated. The process of motivation of employees is revealed, which consists of three groups of motivation: methods of motivation of subjects, methods of social stimulation and methods of moral motivation. The revealed groups of incentives are specified. Ways to improve the efficiency of the personnel management system are developed.

УДОСКОНАЛЕННЯ СИСТЕМИ УПРАВЛІННЯ ПЕРСОНАЛОМ ПІДПРИЄМСТВА**Малтиз В.В., Бехтер Л.А., Ткаченко В.А.***Запорізький національний університет**Україна, 69000, м. Запоріжжя, вул. Жуковського, 66***Ключові слова:**

персонал, підприємство, управління персоналом, процес набору та відбору, мотивація, стандарт

Обґрунтовано поняття управління персоналом. Досліджено систему управління персоналом, яка розроблена провідними вітчизняними компаніями з урахуванням впровадження передових зарубіжних технологій управління персоналом та стимулювання власної експертизи. Розкрито підсистеми управління персоналом. Визначено принципи створення системами управління відповідно до міжнародного стандарту ISO 9001:2000. Розглянуто основні фактори управління людськими ресурсами. Обґрунтовано ланки кадрової системи. Розкрито процес мотивації працівників, який складається з трьох груп мотивації: методи мотивації суб'єктів, методи соціального стимулювання й методи моральної мотивації. Розкриті групи заохочень конкретизовані. Розроблені шляхи підвищення ефективності системи управління персоналом.

Problem statement

In today's market environment in Ukraine, the main factor of national competitiveness is not natural and economic, but human resources, i.e. personnel, which is one of the most important resources of an enterprise necessary to achieve all goals and objectives. Every enterprise of any form of business has a human resources management system or personnel system. If the existing system is practical and mobile, it can be easily changed (improved) if necessary. If parts of the HR system are uncertain, then its adjustment becomes problematic and even impossible, so it is necessary to evaluate the existing HR system.

Analysis of the latest research and publications

Analysis of the works of various scholars, including: S.V. Belyaeva, A.M. Vinogradskaya, M.D. Vinogradsky, I.M. Dashko, O.V. Krushelnyska and other scientists from both Ukraine and foreign practice prove that personnel management is a system consisting of parts, i.e. internal systems, each of which has its own uniqueness.

Formulation of the objectives of the article

The aim of the work is to form a personnel management system at an enterprise on the basis of the personnel management system of ISO 9001:2000, based on the

identification of typical components of the personnel management system and the identification of opportunities and directions for their standardization.

Summary of the main research material

Human resources management can be defined as an activity aimed at achieving the most efficient use of personnel to achieve the company's goals and personal objectives. The former are traditionally associated with ensuring business integrity. Moreover, efficiency is sometimes understood in a narrow sense, for example, as maximizing profits. Increasingly, however, efficiency is viewed not only in economic terms, such as savings, quality, production, creativity, and profit, but also in a general context related to ideas, personal and psychological aspects such as employee satisfaction with their work [2].

The HR management system developed by leading domestic companies, taking into account the introduction of advanced foreign HR management technologies and stimulating their own expertise, today includes the following subsystems:

1. Analysis and planning of personnel: this subsystem includes the development of personnel policy, development of a personnel management strategy, personnel talent and labor market analysis, personnel planning, forecasting personnel needs, organizing advertising and establishing interaction with external organizations.

2. Selection and recruitment of employees: conducting interviews, tests, surveys to demonstrate the level of intelligence, professionalism, communication skills and other necessary qualities.

3. Organization of staff training and development: staff training, reconstruction and professional development, induction, organization of staff growth, formal and professional promotion and staff development, work with the personnel database.

4. Personnel appraisal and relocation: carrying out activities aimed at showing that the results of the task, the quality and abilities of the employee's personality meet the requirements of the work performed.

5. Salary management.

6. Motivation of employees: development of incentive systems, development of remuneration systems, participation of employees in the profit and capital of the business, development of moral incentive systems for employees.

7. Accounting of employees of the enterprise: accounts of admission, transfer, allowances and payments to employees, dismissal of employees, organization of effective use of employees, management of employment of employees, management of employees.

8. Organization of labor relations in business: assessment of employees' performance of their work duties, formation of employees' sense of responsibility, analysis and regulation of team and individual relations, management of industrial conflicts and stress, social and psychological diagnostics, establishment of corporate culture norms, handling labor relations complaints.

9. Creation of working conditions: creation of safe working conditions for employees; compliance with the

rules of work psychology, ergonomics, technical aesthetics; employee safety.

10. Community development and social cooperation: organization of nutrition, health care and family services, entertainment and cultural and recreational activities, conflict and stress management, organization of social insurance.

11. Personal security.

12. Legal and informational support of the HR management process: resolution of legal issues in labor relations, preparation of regulatory documents on them, provision of necessary information to all HR departments [1; 3].

The following principles were defined when creating a management system in accordance with the international standard ISO 9001:2000

- concentration of employees in the HR management system to solve the most important tasks;

- specialization of work in the personnel management system;

- parallel implementation of individual management decisions;

- adaptation of the HR management system to changes in the organization's goals;

- sequence of work on the creation of a personnel management system;

- continuation of work of employees of the personnel management system;

- rhythmicity in the performance of tasks;

- order and purpose of data required to make an administrative decision [4].

According to internal and external practice, the personnel management system (HR system) is a logical chain through which each employee goes through the entire working cycle of the company – from recruitment to employment.

The success of human resource management is determined by two main factors:

1) the ability of the enterprise to clearly define the employee behavior required to achieve its strategy;

2) the ability to apply effective management techniques to guide the behavior of the employees it wants [8].

Both tasks are equally important and challenging, especially in the context of changing economic markets.

The listed parts and corresponding systems are subject to standards according to ISO 9001:2000. When building a human resources system, it is necessary to remember that it is a market entity, and customers are authorities and structural units that have problems with employees, and suppliers are other sectors, training centers, recruitment agencies and training organizations. The labor management system should be aligned with the business and the market. The analysis of Ukrainian companies has shown that every company has the listed links of the HR system in one form or another [5].

In order for it to be successful, it is necessary to adequately assess each of them, which is what the standards allow. Let's take a look at each of the systems below:

1. The recruitment and selection process is linked to the situation on the labor market. If the supply in this

market exceeds the demand, then a long list of candidates for a particular position is compiled. Each candidate on this list has to be evaluated according to certain criteria.

As a result of this initial evaluation, the list is shortened. Each candidate from this list is subjected to an evaluation process, which is conducted by the HR manager, department head, or head of the organization. If the demand exceeds the supply, it is recommended to continue evaluating candidates without shortening the list [7].

The preparation of documents and the recruitment process must comply with the legislation of Ukraine for a certain period, and the meaning of building a candidate assessment system is based on the candidate's movement up the ladder "employee supervisor – head of department – head of the enterprise". It should be noted that, depending on the specifics, needs and tasks that the company solves through the assessment process, it may have a global assessment system that is used or classified in the systems of specific positions.

2. The way employees are adapted may vary depending on the specifics of the enterprise, its social policy, customs and other conditions. The main purpose of this system is to provide services to a young person who has started work in the form of information about the enterprise, distribution, position and guaranteed assistance with respect to positions. The purpose of these services is to quickly and effectively help new employees to master the production process, feel the team and become a full-fledged part of it.

3. Employee motivation system. An important part of the levels of the work system should be occupied by processes that, in particular, study goals and counter-goals. First of all, it is necessary to introduce technical means of obtaining information to solve the problem of employee motivation. At the level of registration:

- periods for determining the level of employee motivation;
- a document containing the results of the analysis;
- a way to use these results and collected statistics to improve the incentive system;
- use of information on employee motivation in documents related to the company's development prospects [6].

It should be emphasized that assessing the level of employee motivation at enterprises is a new, relevant and particularly important area. The experience of this area shows the most typical mistake: a clear and competent method is substituted by the attention of managers without searching, collecting and analyzing motivational statistics.

If an employee's goals are the internal engine of a person's life and work, then motivation is the "fuel" that determines the quantity and quality of the work of a particular employee – the "machine" of the business. The process of employee motivation consists of three groups of motivation:

- methods of motivating subjects (types of salary, additional payments, bonuses, financial assistance, bonus system, compensation, distribution)

- methods of social incentives (vouchers, travel, professional development, interest-free loans, health insurance);

- methods of moral motivation (gratitude, presentation of a valuable gift, "best in class" awards, flexible work schedule).

All groups of incentives are specific and frequently used in practice. The analytical information obtained during the incentive study should be used to improve the incentive system. Therefore, the incentive system should not be developed by itself, but as a result of monitoring the motivational activities of employees.

4. Employee development system. This system consists of two parts: a system of physical development of employees and a system of professional and knowledge development. The physical development system includes sports facilities, sports grounds, and daily sports activities. The professional development of employees is an important process that directly affects the competitiveness of the business.

As already mentioned, the quality management system in accordance with MS ISO 900:2000 is based on two fundamental methods – process and system.

The international standard ISO 900:2000 requires the creation of documented procedures for each selected process of the HR system, so the above systems provide a real basis for the correct construction of the HR system and its documentation.

Unfortunately, most Ukrainian companies do not currently use documents in their HR systems. After all, the company's standard HR system is efficient and effective. Building HR systems and their standards in accordance with ISO 9001:2000 will give Ukrainian companies a real competitive advantage – experienced, trained, properly motivated and motivated employees.

Conclusions

Improving the management structure of the enterprise and its Thus, the movement of every enterprise depends on its personnel. People determine the feasibility of equipment and technology, they determine the amount of work to be done, adapt their capabilities to the structure of the organization, so employees are the core and most important part of any management system and any production system.

So, based on the above factors, the following are the ways to improve the efficiency of the HR management system:

- special units, effective broadcasting of most activities; determination of management capabilities based on professional competence;
- creation of effective working conditions, which requires proper organization and equipment of employees' workplaces, their planning, ensuring the best working conditions; equipment and computerization of workplaces;
- development of an information system that ensures effective communication between employees and company departments;
- application of an adequate management style in internal and external issues affecting the business;

- wide representation of active forms of coordination of activities of all entities involved in the company's HR management;
- introducing the practice of training young specialists and intensive training of employees for effective adaptation to work;
- commodity incentives for employees and monitoring of wages and other incentive factors, which allows to assess the current state of the problem, find out the reasons for

its occurrence, clarify the ways of organizing a system of commodity incentives; introduction of progressive forms of non-material incentives for employees;

- participation of employees in the process of developing and making management decisions;
- assistance in finding a new job and selection of appropriate vacancies in case of dismissal (employment);
- creating an organizational business culture, developing common values recognized and approved by employees.

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