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Тема: Ефективність управління персоналом ДП «АДКОМ-КИІВ» з
урахуванням світового досвіду

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Management of Foreign Economic Activity of Enterprises Department

ALLOW TO THE DEFENSE

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MASTER THESIS
(EXPLANATORY NOTE)

Topic: Efficiency of personnel management of SUB «Adcom-Kyiv» based on world experience

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Educational level Master

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APPROVED

Head of the Department

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TASK

To perform Master Thesis by student

Sahad Fares

(surname, name, patronymic)

1. Topic of thesis: Efficiency of personnel management of SUB «Adcom-Kyiv» based on world experience

Approved by the Rector order of 02/10/2019, № 2263/cm

2. Deadline of thesis: from 14/10/2019 to 09/02/2020

3. Initial data for thesis: Accounting reports SUB «Adcom-Kyiv; statute SUB «Adcom-Kyiv», scientific works, Internet resources.

4. The content of the explanatory note (list of issues to be developed):

Required: to examine and analyze essence of personnel management of an enterprise, types of personnel management activities, peculiarities of strategic of personnel management; to analyze methods of strategic efficiency evaluation of personnel management; to perform the analysis of financial and economic activity of SUB «Adcom-Kyiv»; to analyze personnel management of SUB «Adcom-Kyiv»

The list of mandatory graphic material:

Theoretical part: tables – 1

Analytical and research part: tables – 17, fig. – 14,

Project and advisory part: tables – 16

SCHEDULE

№	Stages of Master Thesis performing	Deadline of stages	Comment
1	Arriving at the place of practice. Introducing infrastructure practice leader.	14/10/2019-19/10/2019	done
2	Passage of labor protection under the signature along with members of SUB «Adcom-Kyiv». Registration permits.	20/10/2019-02/11/2019	done
3	Understanding the internal routine work, management, and personal management of SUB «Adcom-Kyiv».	till 16/11/2019	done
4	To assess the activities of the enterprise on the Ukrainian market	till 05/12/2019	done
5	Analyze production and financial indicators of the enterprise	till 14/12/2019	done
6	Familiarity with the program HR system of SUB «Adcom-Kyiv»	till 28/12/2019	done
7	Study quality standards of personal management of SUB «Adcom-Kyiv».	till 14/01/2020	done
8	To assess the effectiveness of the existing human resource management system	till 09/02/2020	done

Student _____ (Bader Ganiah Mohammed Bader)

Scientific adviser of Master Thesis _____ (Katrerna O.)

ANNOTATION

The thesis is devoted to the issues of effective organization of personnel management by developing recommendations aimed at improving the efficiency of the SUB «Adcom-Kyiv» personnel management system.

In the introduction, the relevance and practical value of the research topic is determined, the main goal and objectives of the research are indicated, the SUBJECT and object of research are noted, and the main research methods are indicated.

The first part is devoted to the theoretical foundations of personnel management based on international experience. The historical aspects of the theory of human resources management are determined. The main components and indicators of the effectiveness of personnel management at the enterprise are highlighted. The world experience of personnel management is analyzed.

In the second part of the thesis, the activities of the enterprise were presented by the SUB «Adcom-Kyiv» staff. The indicators of economic activity are analyzed. Financial appraisal presented by SUB «Adcom-Kyiv» staff. Also the SUB «Adcom-Kyiv» personnel management system was analyzed.

In the third part, the main ways of increasing the efficiency of personnel management at the enterprise of SUB «Adcom-Kyiv» are determined. The organizational measures for the proposed measures are described and the economic efficiency of their implementation is calculated.

Conclusions and suggestions summarize the results of the study.

Key words: efficiency, management, personnel, HR, performance indicators.

АННОТАЦИЯ

Дипломная работа посвящена вопросам эффективной организации управления персоналом путём разработки рекомендаций направленных на повышение эффективности системы управления персоналом SUB «Adcom-Kyiv».

Во введении определяется актуальность и практическая ценность темы исследования, указывается основная цель и задачи исследования, отмечается предмет и объект исследования, указываются основные методы исследования.

Первая часть посвящена теоретическим основам управления персоналом на основе международного опыта. Определены исторические аспекты теории управления кадровыми ресурсами. Выделены основные составляющие и показатели эффективности управления персоналом на предприятии. Проанализирован мировой опыт управления персоналом.

Во второй части дипломной работы была представлена деятельность предприятия персоналом SUB «Adcom-Kyiv». Анализируются показатели хозяйственной деятельности. Представлена финансовая оценка персоналом SUB «Adcom-Kyiv». Также была проанализирована система управления персоналом SUB «Adcom-Kyiv».

В третьей части определены основные пути повышения эффективности управления персоналом на предприятии персоналом SUB «Adcom-Kyiv». Описаны организационные меры по предложенных мероприятий и рассчитана экономическая эффективность от их внедрения.

Выводы и предложения обобщают результаты исследования.

Ключевые слова: эффективность, управление, персонал, HR, показатели эффективности.

АНОТАЦІЯ

Дипломна робота присвячена питанням ефективної організації управління персоналом шляхом розробки рекомендацій спрямованих на підвищення ефективності системи керування персоналом SUB «Adcom-Kyiv».

У вступі визначається актуальність і практична цінність теми дослідження, вказується основна мета й завдання дослідження, відзначається предмет і об'єкт дослідження, вказуються основні методи дослідження.

Перша частина присвячена теоретичним основам керування персоналом на основі міжнародного досвіду. Визначені історичні аспекти теорії керування кадровими ресурсами. Виділені основні складові й показники ефективності керування персоналом на підприємстві. Проаналізований світовий досвід керування персоналом.

У другій частині дипломної роботи була представлена діяльність підприємства персоналом SUB «Adcom-Kyiv». Аналізуються показники господарської діяльності. Представлена фінансова оцінка персоналом SUB «Adcom-Kyiv». Також була проаналізована система керування персоналом SUB «Adcom-Kyiv».

У третій частині визначені основні шляхи підвищення ефективності керування персоналом на підприємстві персоналом SUB «Adcom-Kyiv». Описані організаційні заходи для запропонованих заходів і розрахована економічна ефективність від їхнього впровадження.

Висновки та пропозиції узагальнюють результати дослідження.

Ключові слова: ефективність, керування, персонал, HR, показники ефективності.

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INTRODUCTION

Today, in the activities of organizations of all forms of ownership, a significant place is occupied by work with personnel. The reason for this is both a significant shortage of personnel and a significant increase in the share of costs attributable to its maintenance. As a result, the issues of work with personnel come to the fore, determining to a large extent the company's capabilities for further development and its position in the market.

The relevance of the study of the personnel management system and its improvement is determined by the fact that this system is basic for all organizations. The reason is that no organization can function without people, it is people who determine its effectiveness or inefficiency. An enterprise is a collection of people (employees), united by common conditions and goals of work. As a result, special attention should be paid to the personnel management system in the enterprise.

It should be noted that, despite the seemingly significant, personnel costs are costs that are largely reimbursed by the employee himself, by increasing his productivity, reducing the likelihood of dismissal from the organization, increasing his responsibility and skill level. In the structure of costs, a significant place can be occupied by costs of intangible and non-financial nature, associated, for example, with the transfer of experience from more qualified to less qualified employees. As a result, there is continuity between generations of employees, which has a beneficial effect on the activities of the enterprise as a whole. Further development of human society and market economy in our country will require more and more attention to personnel management. Those organizations that are able to catch development trends in this area will have a good chance of remaining market leaders in the next 10-20 years. At the same time, it should be noted that the global trend in personnel management is to increase the independence of workers in the direct application of their labor skills, which increases their sense of involvement

in the business they are doing, increases their ability to independently effectively regulate labor activity, both yourself and your nearest employees.

The purpose of this work is to study the effectiveness of personnel management at SUB «Adcom Kiev».

The main tasks, the solution of which is necessary to achieve the goal of the study:

- explore the historical aspects of the theory of human resource management;
- consider the main components and indicators of the effectiveness of personnel management at the enterprise;
- research the world's experience in personnel management;
- to assess the activities of the enterprise on the Ukrainian market;
- analyze production and financial indicators of the enterprise;
- to assess the effectiveness of the existing human resource management system;
- to develop recommendations and proposals for improving HR management;
- offer a general description and selection of support information for HR management in SUB «Edcom Kiev»;
- to calculate the economic effect of the proposed measures.

The object of research in this work is the system of personnel management.

The subject of this research is the ways and methods of developing personnel management at the enterprise SUB «Adcom Kiev».

Research methods. Methods of induction and deduction, system analysis and synthesis, systematization and generalization, abstraction, analogy were used to research the theoretical provisions in the field of efficiency of personnel management. In the process of research of methods and tools of organization of personnel management, the methods of comparison, graphic, calculation-analytical, methods of statistical and economic analysis are used. The use of these methods allowed to draw theoretical conclusions, to formulate specific practical

recommendations for improving the efficiency of personnel management in SUB «Adcom Kiev».

The practical significance of the results. The level of efficiency of HR of SUB «Adcom Kiev» was analyzed. The most effective perspective ways of development are offered, the complex of measures to increase the efficiency of HR of the enterprise is developed and its efficiency is Substantiated. Based on the resource and recommendations, a set of measures were developed for SUB «Adcom Kiev».

The graduation work was carried out according to the materials on the activity of air transport of Ukraine, statistical data of the SUB «Adcom Kiev».

PART 1
THEORETICAL FOUNDATIONS OF PERSONNEL MANAGEMENT
BASED ON INTERNATIONAL EXPERIENCE

1.1. Historical aspects of the theory of personnel resource management

Throughout the history of economic civilization, the main motives for the search, research and development of managerial ideas have been to increase the efficiency of managerial decisions, their implementation, improvement of enterprises competitive position and, on this basis, ensure the well-being, welfare and safety of members of a social organization. The abovementioned actualizes the problem of studying the evolution of views on management processes in general, and the patterns of formation and development of approaches to personnel management, in particular.

The personnel management as a science and practice appeared at the dawn of the industrial revolution in the second half of the 19th century and flourished during the twentieth century. At those times personnel management performed the tasks of staffing and accounting of employees. Initially, HR management appeared in mass production enterprises and provided support for the implementation of the control function, then in some countries it began to claim a more significant role in the strategic decision-making process. Nowadays, in a number of countries, HR staff, regardless the name they are called, are adapting their activity to the strategies emerging from the modern rethinking of organizational goals and the essence of strategies.

At the same period (the second half of the 19th century), the formation of the science of personnel management began, along with the formation of the theory of management as a science. At those times the management of the organization and the management of its personnel did not differ. In addition, the most important

problems of management science related to personnel management. In other words, the theory and practice of personnel management were the basis of management as a science. Currently, the scientific direction «Personnel Management» is formed at the intersection of the theory and organization of management, economics, statistics, psychology, sociology, ethics, labor economics, labor law, politics and a number of other sciences [24].

In the development of the theory of personnel management, two main stages can be distinguished: the «pre-scientific period», when there was a cumulative accumulation of knowledge about the management of employees, knowledge based on facts, on empirical (inductive) understanding, and the «scientific period», when inductive knowledge was replaced by knowledge based on deduction.

At the turn of the XIX-XX centuries the process of accumulating the practical experience in management of employees, its theoretical reflection and justification was completed, and the formation of the scientific foundations of personnel management began. The scientific basis of management is understood as a system of scientific knowledge which constitutes the theoretical basis of the practice of personnel management.

Since the emergence of management as a science, the problem of periodization of the theory of personnel management has become closely related to the issues of identifying and classifying the main schools of management. Moreover, up to a certain point, the theory of personnel management developed within the framework of the general theory of management. The theory of personnel management became the subject of academic research mainly in the first decades of the 20th century, while its intensive formation began only after the Second World War [46, 82].

A variety of theories, schools and directions of management science which originated in the twentieth century, reflects the complexity and multidimensionality of the practice of personnel management. Studying the evolution of theories of personnel management, in our opinion, it is advisable to single out two main directions: the classical and the humanistic.

In the theories related to the classical direction, attention is paid to the role of the human factor in the structure of economic resources as one of the productive factors of production. Within the framework of the classical direction, three management schools can be distinguished: the school of scientific management, the administrative school and the school of bureaucratic organization. The humanistic direction combines theories that explain the achievement of production efficiency on the basis of self-improvement the employee himself, his personal self-development. Within the framework of the humanistic direction, the school of human relations and the behaviorist school can be distinguished.

At the beginning of the twentieth century the practical application of the principles of scientific management and rigid administration, characteristic of F. Taylor, G. Emerson, G. Ford, F. and L. Gilbreth, A. Fayol, and others, made it possible to achieve an increase in labor productivity, improve the economic results of the enterprise. The American founders of scientific management have made significant contributions to the formation of the theory of personnel management. As professional engineers, they have improved the control system based on the application of technical mechanisms. The use of logic and analysis has made it possible to significantly improve a large number of work operations and achieve more efficient execution. Thus, a new employee management system began to develop, based on engineering calculations and experiments [15].

At the same time, the spread of the ideas of the classical school, contrary to the ideas of F. Taylor, A. Fayol and their followers, contributed to a more intensive exploitation of workers, increased staff turnover, led to intensification of contradictions between enterprise owners and employees, hindered the spread of the principles of partnership, social justice, harmony and cooperation within the enterprise. This is largely due to the fact that the human factor was assigned not the main, but a secondary function.

According to the views of the classics of management, the employee was an addition to the means of production, and the activation of the human factor was carried out mainly by developing new approaches to the system of remuneration

and labor incentives, improving formal relations between managers and hired personnel. However, with the improvement of production, the increase in the share of highly qualified employees and specialists at enterprises, the growth of the welfare of workers, a large number of the recommendations of the classical school have lost their relevance [92].

The limitations in views of the classical school were noted in early 20-ties of XX century. The «classical» concepts were contrasted with the management theories of the new school of management, which many authors called the «humanistic challenge». As it was noted by D.M. Gvishiani, this period in the development of the American theory of organization and management is called the era of «new beginnings», in contrast to the period of «preaching administrative efficiency», when Taylorism prevailed [37].

Thus, the insufficient degree of taking into account the human factor and the inability to fully realize its potential have become the subject of criticism of technocratic personnel management and the classical school as a whole. A reassessment of views on production systems and methods of activating the leading elements of these systems began. The experience of leading industrial companies has confirmed that the realization of the potential of the technical subsystem of production is largely predetermined by the possibilities of realizing the potential of the social subsystem (the qualifications of employees, their own interests to work effectively, leadership style, the moral and psychological climate at the enterprise). This allowed to create a public atmosphere for the emergence of new approaches to management.

In 20-30 years of XX century a school of human relations arose. Its most famous and prominent representatives are G. Munsterberg, M. Follett, E. Mayo, F. Rotlisberger and C. Barnard. Methodological and theoretical unity is not typical for the views of these scientist and they have no common subject of research, but still they can be united by a truly new approach to solving managerial problems and a critical attitude to Taylorism and its various modifications. It should be emphasized that theorists of the doctrine of «human relations» do not completely

abandon the «Taylor» methods of rationalization in personnel management, but they try to «humanize» them [33, 47, 99].

Distinctive features of the new approaches in the theory and practice of personnel management are:

1. Rejection of the engineering approach, in which the employee was simply part of the production system. The enterprise began to be considered not only as a technical and technological, but also as a social system that provides conditions for the social development of workers, initiating positive externalities.

2. Criticism of the concept of «economic man», within which the main incentive for human activity was material interest. The concept of a “social person» has come to the fore, suggesting that in addition to material gain, the employee seeks to satisfy moral needs (acquiring social status, recognition and respect of colleagues, self-development, self-expression, etc.).

3. Subjectivity and individualization of personnel management. Representatives of the school of human relations put forward the position that the main object of attention to be paid is a person. There is a need to communicate with an employee as with a person. Standard attitudes, rules and instructions cannot be used to achieve standard behavior for all employees, so each of them requires an individual approach.

4. The refusal to consider only the formal structure of the organization, created on the initiative of the leadership. Any formal organization with its officially established rules and procedures is necessarily complemented by an informal organization based on the moral aspects of interaction (sympathy, mutual assistance, close communication and interest) [13].

5. Changing views on the relationship between managers and Subordinates. One of the main postulates of the classical school about coordination through hierarchy was sharply criticized. Representatives of the school of human relations opposed the absolutization of the role of the leader's authority. There was a transition from strict regulation, strict fulfillment of all the requirements of the leader and a disdainful attitude towards the will of an ordinary worker to

democratization of management, humane treatment of Subordinates, respect for the opinion of specialists and employees, and group decision-making.

6. Consideration of management as a process of interaction between people, the tasks of which are reduced to the study of interpersonal relations. Theorists of the neoclassical school greatly contributed to the study of the human aspect of management, and, first of all, the functions of leading people. They proceeded from the fact that managers do their job by interacting with people, so manager needs, first of all, to be able to work with people [26].

7. New understanding of the driving motives of the behavior of employees and their groups. Representatives of the School of Human Relations have come to understanding that the behavior of an employee is often determined not only by experience, qualifications, knowledge, but also by feelings. Therefore, management needs to take into account the emotional factor of behavior and the interests of the employee. The behavior of employees in a team is determined not so much by economic and logical factors as by existing group attitudes and traditions. The issues of improving the moral and psychological climate in the team began to take a significant place in research.

8. The use to receive and support conclusions and recommendations for the management of the analytical instrumentation personnel principles achievements from such sciences as psychology, social science, pedagogy, anthropology, etc. [33].

Thus, in the second quarter of the twentieth century management acquired a socio-psychological orientation. Representatives of the School of Psychology and Human Relations proposed a new approach to defining the place and role of an employee in an organization, and changed the attitude of business toward labor resources.

Despite a number of advantages over the classical school, the general concept of the school of human relations is not without its drawbacks. Already in the middle of the twentieth century a large number of its postulates have been criticized. First of all, three points were pointed out. For the first, the human

relations school representatives failed to meaningfully determine the nature of the conflicts that arise between workers and managers and how to resolve them. It was emphasized that although good human relations can help to mitigate conflict situations, it is nevertheless not enough to simply provide the employee with a sense of their importance in situations leading to most conflicts. For the second, the formal structure impact on the behavior of members of the organization was ignored, as well as the importance of economic motivation incentives. For the third, the effect of the type and complexity of technology on the establishment of an informal structure of organizational was not taken into account [63, 67].

The disadvantages of the school of psychology and human relations included:

1. Hypertrophied attention to social factors while ignoring technological and production factors. Insufficient understanding of the economic content of the general management system.

2. Lack of a systematic view of management problems and ways to solve them. Inability to offer anything other than vague slogans and promises.

3. Lack of a holistic scientific theory about the place of the employee in the organization. A tendency to manipulate the employee.

4. A rather limited understanding of the model of human behavior. According to P. Drucker, representatives of the school of human relations are characterized by a tendency to view the collective as a mechanical association of individuals, while, in fact, any collective has its own patterns of existence and development [13].

5. In the theory of human relations, considerable attention is paid to the need to instill in workers a “sense of responsibility», but there is no any word about the responsibility itself; the role of “a sense of significance» is emphasized, but not the importance of workers and their work [15].

6. Overestimation of the degree of influence of socio-psychological methods of influence on the employee.

In general, despite the shortcomings and discussion points, the main provisions of the school of human relations had a noticeable impact on the development of management thought and were continued in new, more complex management concepts.

In the second half of the 1950's a significant revision of the principles of economic policy began in many countries of the world economy. During this period, a large number of developed countries were actively restoring their industrial potential and entering the trajectory of sustainable economic growth. In the theory and practice of personnel management, the views that emphasized activity, enterprise, individualization of appropriation and maximization of satisfaction of the needs of workers came to the fore. As the principles of management changed, the methods of research and development of such sciences as psychology, anthropology, sociology and economics improved, the study of management began to acquire an increasingly scientific character, which predetermined the transformation of the school of human relations. In the late 1950's it «grew» into a behavioristic (behavioral) school. The most famous representatives of this trend are A. Maslow, D. McGregor, F. Herzberg, R. Likert, K. Arjiris. In their works, they focused on the consideration of the problems of motivation, the study of authority, leadership and power, the analysis of the organizational structure of the enterprise and the identification of the types of communication in organizations, that is, everything related to the issues of social interaction. It is believed that the development of these particular approaches has led to the creation in modern organizations of a special managerial function of personnel management and the development of applied tools for managing motivation and labor incentives, presented in the works of R. Kaplan and D. Norton [15, 26, 46, 95].

The main differences between the behavioral school and the school of human relations are:

1. Study of a complex and varied complex of human needs as an individual, and not just simplified psychophysiological needs.

2. Considering mainly not the methods of establishing interpersonal relations between employees and the relationship «boss-employee», but the attitude of workers to work in itself, which was regarded as the main factor in supporting motivation.

3. Individualization of the analysis, the desire to assist the employee in realizing his own capabilities.

4. Development of an algorithm for increasing the efficiency of labor mainly for an individual employee.

5. Formation of a scientific basis for management, the use of scientific methods and research to study human behavior and the application of concepts of behavioral, sociological sciences to the management of organizations [46].

The behavioristic direction of management is directly related to the school of human relations. Representatives of the behavioral direction of management thought offer such an approach to management in which each employee can be fully used in accordance with his potential. Like all previous theories, the theories of the representatives of the behaviorist school are not devoid of flaws and controversial points. At the same time, the theories of representatives of the behaviorists school have not lost their relevance at the present time. At the end of the twentieth century, there has been a significant increase in the number of behavioral concepts, which is largely determined by increased competition and globalization in the world economy [24, 63].

In the 70's years of XX century in the American management science such concepts as «human resources» and «human resource management» were established, instead of the concepts «personnel» and «personnel management».

The difference between the concept of human resources and the concepts of personnel management, which are the basis of the schools of scientific management and human relations, is the recognition of the economic feasibility of investments associated with attracting labor force, maintaining it in a working condition, training and creating conditions for a more complete identification of opportunities and abilities, inherent in the character and individual differences of

each person. Among the main gurus of this direction, one can single out M. Armstrong.

Historical and genetic analysis of theories of human resource management is summarized in Table 1.1.

Table 1.1

Human Resource Management Theories

Management school	Representatives	Content of ideas
1	2	3
Classical direction (early twentieth century)		
School of Science Management	F. Taylor, G. Emerson, G. Ford, F. and L. Gilbrets	The worker is one of the factors of production. Scientific organization of workers labor. Development of principles for rationalizing labor operations.
Administrative School	A. Fayolle, J. Mooney, A. Reilly, L. Gulik, L. Urwick	The employee is the main resource of the organization. Development of planning issues, coordination of labor functions, controlling.
School of Bureaucratic Organization	M. Weber, M. Crozier, R. Merton, E. Downes, A. Gouldner	The employee is a tool for achieving managerial results. Ways for achieving the goals - employee responsibility, clear job descriptions, bureaucratic rules and procedures.
Humanistic direction (from the 20-30s of the twentieth century)		
School of Human Relations	G. Münsterberg, M. Follett, E. Mayo, F. Rotlisberger and C. Barnard	The employee is a special resource of the enterprise. Ideas of social development of an employee in an organization, management as a process of interaction between people and the study of interpersonal relations.
Behavioral School	Late 1950s A. Maslow, D. McGregor, F. Herzberg, R. Likert, K. Arjiris	The employee is a unique resource of the organization. Problems of moral and psychological stimulation and motivation of an individual employee.
School of Human Resource Management	M. Armstrong, E. Lawler, J. Pfeffer, M. Huselid, S. Wood	An employee is an investment resource of an organization, a special economic value. Personnel costs as a profitable investment. Development of programs for long-term employment of an employee. Formation of agency relations between the employee and the employer.

Source: built by the author based on [11, 13, 14, 15, 24, 26, 33, 37, 46, 47, 66, 67]

In the last quarter of the twentieth century there was a radical change in the attitude towards employees. If earlier the terms like “personnel», “labor cadres of an enterprise» were mainly used, now the category “human resources» is used, which is interpreted as a set of independent individuals capable of self-realization and self-development. It is the account of the personal factor that leads to the transformation of the concept of personnel management into human resource management. This transformation was due to a change in attitudes towards workers in a post-industrial society and economy of knowledge. This is due to the introduction of qualitatively new technologies; a decrease in the ability to control employees and the need to expand self-control; widespread collective and command organization of labor; raising of the educational and cultural level of the population; strengthening of democratization of social and economic life of modern society; aggravation of global competition, which raised the requirements for employees [24, 46, 66].

Thus, there has been a transformation of the paradoxical role of the human resource in production. If earlier labor (human resource) was considered as a traditional factor of production on a par with other material factors (equipment, materials), and therefore the task of minimizing costs was reduced to saving, first of all, wages, now the employee is the source of the company’s welfare, a key intangible resource. The change in the role of the human resource in production entailed a change in the general approach to economic development, which is that a person is not a means of accumulating wealth, increasing welfare, but the goal of developing production and increasing welfare.

The current stage of development of management theory is characterized by great attention to issues of development, the effective use of human resources based on the study of the needs and motives of individuals' behavior, aimed at solving the problems of innovative development of the economy.

1.2. Main components and indicators of effectiveness of personnel management in the enterprise

A large number of research, publications and practical works are devoted to the problem of an effective personnel management system. With all the variety of existing approaches to solving this problem, the main and most general trends are the following: formalization of methods and procedures for the selection and training of personnel; development of criteria for evaluating their activities; training in knowledge and systems skills; research and use of need-motivational management factors; automation of business processes; transformation of the management training system; development of new, scientifically-based approaches to personnel management [73].

Before proceeding to a detailed consideration of the constituent elements of personnel performance management, it is necessary to understand what efficiency is in general.

Efficiency is a relative indicator that characterizes the ratio between the achieved or expected final results of activities, acting in the form of an effect, and the costs or resources required to achieve it.

Efficiency expresses the degree of effect (result) and in the most general form can be expressed by formula (1).

$$Ef = \frac{R}{Ex} \quad (1.1) \quad [29]$$

where: Ef is the efficiency

R — result

Ex — costs.

With regard to assessing the effectiveness of personnel management, the production formula can be used:

$$W = \frac{Rev}{Ne} \quad (1.2) \quad [29]$$

where: W — the efficiency of employees;

Rev — revenue for a certain period of time in the value terms (thousand UAH);

Ne — is the average number of employees for a certain period of time (year).

Also, when analyzing the effectiveness of personnel management, you can use the salary intensity indicator calculated by the formula (3).

$$Si = \frac{Sf}{Rev} \quad (1.3) \quad [73]$$

where: Si — salary intensity;

Sf — wage fund for a certain period of time in the value terms (thousand UAH);

Rev — is the company's revenue for a certain period of time in the value terms (thousand UAH).

The fundamental difference between the categories «effect» and «efficiency» is that the effect characterizes the absolute result of the activity, and the efficiency expresses its relative value obtained from a unit of costs or resources produced.

In the management environment and economic theory, the essence of efficiency usually comes down to efficiency of the Company as a whole, or the efficiency of its individual elements (sales, production, personnel work, etc.).

The importance of methods for assessing the effectiveness of personnel management and various subsystems of the sphere of personnel management has been discussed by domestic experts relatively recently. There is no standard way to determine the effectiveness of a personnel management system. The following procedures that are mostly often used in the Western world: 1) expert review; 2) F. Nichols method; 3) Jack Phillips methodology (assessment of return on investment in personnel (ROI); 4) benchmarking method; 5) theory of «human capital» [2].

Each of the approaches has its pros and cons, and they are largely similar to each other. It is possible, on their own, without the involvement of consultants, to interview the heads of departments and find out what «they think» about the training and personnel development managers working in the company. The

questionnaires usually include both general questions (“Are you satisfied with the work of the personnel training and development service?») And private questions (“How professionally, in your opinion, was a particular training event carried out?»). Such a procedure can take place once or regularly, if the company constantly evaluates all departments.

The advantages of this technique are simplicity of implementation and the absence of the need to attract additional resources. Minus is the inevitable subjectivity in assessments.

When using the F. Nichols methodology, the contribution of each key stakeholder is identified and described, with what it can bring to the learning and development processes and its motives to participate in these processes actively. Priorities are set according to their value for each stakeholder and the expert position of the HR service and/or an external expert. A system of measurements/indicators is being developed that assesses the satisfaction of the main stakeholders in the training processes, the degree of their involvement and their contribution to the common cause [1, 39].

ROI, or Jack Phillips' methodology, involves the introduction of a fifth level of assessment: return on investment.

The estimation formula is presented below [26]:

$$ROI = \frac{\text{Financial results from training (added value)}}{\text{Training costs}} \quad (1.4)$$

With the outward simplicity of the formula, a real assessment of tangible learning outcomes for the organization is difficult, which has already been noted above.

This is a rather complex method of assessment. It is necessary to take into account not only the cost of a particular event, but also the indirect costs associated with its holding. Suppose the cost of training staff and include travel costs, as well as the lost profit from - for lack of employees at the workplaces and so on.

ROI calculation allows: quantify the improvement in performance and quality of work as a result of employee training; to express in monetary terms, the value of the training provided; determine the return on investment in training

activities; make informed decisions on the choice of training programs, comparing their effectiveness [39].

Because of the ROI calculation difficulty this indicator is only recommended to measure in the case of satisfaction of the following indicators: long duration of the program; the importance of the program for achieving corporate goals; visibility of the program (stages); large target audience; high degree of interest of decision-makers.

Also, based on the analysis of literary sources [1, 2, 29, 39, 61, 73], when assessing the personnel management system, such indicators as staff turnover (1.5) and the staff recruitment rate (1.6) are used.

$$\text{Staff turnover rate} = \frac{\text{Number of laid off workers}}{\text{Average number of workers}} \times 100\% \quad (1.5)$$

$$\text{Recruitment rate} = \frac{\text{Number of recruitment workers}}{\text{Average number of workers}} \times 100\% \quad (1.6)$$

When benchmarking is used as one of the assessment tools, the performance of the training and development service of one company is compared with similar data of other companies operating in the market. This practice is quite popular within various associations and pools abroad. To conduct the assessment, a project team of experts is formed within the company. They request the documents that are necessary for the work and collect opinions from the employees of the evaluated companies. The survey is conducted confidentially.

According to scientists [11, 29, 41, 39], this technique, despite its popularity, has more disadvantages than advantages. Such an assessment cannot be accurate, because the companies with different fields of activities are compared. If the data is collected abroad is true, domestic companies are unlikely to want to fully open up and talk about their activities without embellishment.

Moreover, such work is expensive. In Europe, participation in the project costs 810 thousand euros for each company.

Need to distinguish between «external benchmarking» comparison of a company with competitors, partners and «internal» comparison of business units or functional divisions within the same business structure.

The structure of benchmarking studies and reports is based on a comparison of similar indicators (comparison is not in general, but in terms of indicators and their numerical values).

Considering the effectiveness of personnel management, it is necessary to mention the effectiveness of Wilfredo Pareto [61]. Efficiency of Pareto – this is the state of the organization in which the value of each particular parameter characterizing the system cannot be improved without worsening the others.

In the words of Pareto himself, any change that does not harm anyone, but benefits some people (in their own estimation), is an improvement. Thus, the right to all changes that do not bring additional harm to anyone is recognized [2].

In the modern management system, there are several main proven performance management systems. The leading methods of performance management today are: Business Performance Management BPM (business performance management) and its main component balanced scorecard (BSC); Economic Value Add EVA; Value Based Management VBM (Value Based Management); European Foundation for Quality Management EFQM (European Organization for Good Management); Excellence Model EM; Total Quality Model TQM (Complete quality model); Malcolm Baldrige Quality Award MBQA (Malcolm and Baldrige Quality Award); Management by Objectives MBO (Management by Objectives) P. Drucker [2, 26, 39].

When choosing a technology and specific methods for assessing the effectiveness of personnel, it is necessary to implement several stages. The objectives of the assessment and the expected results should be clearly defined.

The choice of the object of assessment is primarily determined by the goals and expected results. At the same time, it is necessary to observe the principle of reasonable sufficiency: only those characteristics are evaluated that can give us an answer to the questions posed. It should be noted that the addition of each new

characteristic complicates the procedure for assessing and analyzing the results [32, 39].

It is worth evaluating the contingent for which there are plans to make certain personnel decisions. In extreme cases (for example, an audit of the workforce or a company's ongoing management system by objectives), almost all personnel are subject to assessment, with the possible exception of the cleaning staff. In other situations, you can usually identify the local groups of employees (job levels, departments, roles or other focus - a group of companies).

In a «360-degree»assessment, as the evaluators are both the managers of the assessed employee and their subordinates and colleagues, as well as, possibly, individuals outside the organization (for example, customers or business partners). It is assumed that this increases the objectivity of the assessment and gives a versatile vision of the qualities of the person being assessed. One has only to note that an increase in the number of appraisers, especially with the involvement of third parties, greatly increases the labor costs of conducting an appraisal, and it is worth considering whether they are worth the expected results.

When conducting a center of expert assessments, as well as in some other cases, a group of independent experts acts as assessors.

Another common approach to assessing the effectiveness of personnel management is the technology of key performance indicators (Key Productivity Indicators (KPI)) [73].

As well as management by objectives, the system of key performance indicators (hereinafter referred to as KPIs) is a powerful management method that is actively implemented in large international corporations. The difference is that management by goals is more focused on personal work with employees, and KPIs are on strategic management, which «stitches» the global goals of the corporation with the goals of departments and individual employees.

Another common approach to assessing the effectiveness of personnel management is the «360-degree»assessment technology

This technology includes an assessment of an employee from several positions around him: his manager, subordinates, colleagues (equal in status in the organization). Also “external» persons who are able to give an assessment may be involved: business partners, clients, etc. The main goal is to reduce the possibility of subjectivity (by involving many assessors), as well as to provide assessment from different points of view.

An approach to attracting persons of equal status to the assessment is also important. They should be chosen among those who, by their occupation in the organization, really interact with the assessed, and therefore can judge his personal and business qualities. In the language of business processes, these are the internal “clients» and “suppliers» of the evaluated person, that is, those who use his work results and those who “deliver» their results to him. It does not make sense to involve in the mutual evaluation of the employees of the company, who only collide at production meetings.

A «360-degree»assessment can provide a lot of important information. However, it is quite complex and useful in the situations where it is necessary to evaluate a small number of people.

Thus, the work considered the concept of efficiency - is a relative indicator that characterizes the ratio between the achieved or expected final results of activities, acting in the form of an effect, and the costs or resources required to achieve it. The fundamental difference between the categories «effect» and «efficiency» is revealed, which consists in the fact that the effect characterizes the absolute result of the activity, and the efficiency expresses its relative value obtained from a unit of costs or resources produced. It has been established that in the modern management system there are several main proven performance management systems: BPM; SSP; EVA; VBM; EFQM; EM; TQM; MBQA; MBO.

It is concluded that the models for assessing the effectiveness of personnel management in one form or another evaluate the following aspects: work results and achievements; qualifications, knowledge and skills, competencies; behavior at

work: involvement, motivation, relationships with others, etc.; satisfaction with the work of the evaluated employee with his “internal» and “external» clients. Modern approaches to assessing the effectiveness of personnel management were identified and investigated: technology for auditing labor resources; target management technology; key performance indicators; technology of expert assessments; «360-degree evaluation technology». Each of them has its own pros and cons.

1.3. World experience in personnel management

Human resources processes are an important element in the functioning of organizations, regardless of their size and their goals. In the modern world, permeated by the processes of globalization and digitalization, it is important to consider the main features in the development of personnel management technologies in various countries. One of the most significant processes in recent years is the unification of the views of the systems approach and the development of a large number of concepts, according to which the organization is considered as a system.

Ukraine, having gone through a specific development in the twentieth century, far from capitalism and the market system, is now an element of the global system of international capitalist relations. [5].

In the practice of personnel management, the relationship of various models is clearly traced. In our opinion, the most valuable is the consideration of three groups of foreign approaches to personnel management: American (traditionally the American economy ranks first in the world in terms of size, and the number of American companies in world markets remains extremely high), Western European (founders of the capitalist system, leading the number of companies in various areas of the world economy) and Japanese (which is one of the largest economies, especially in the field of innovation, automotive, electrical and instrument engineering, telecommunications and IT). This is the process of internationalization of modern management [21].

The United States of America is one of the youngest, but also the most economically developed country in the world. Historically, their economies are characterized by capitalism and market character. The largest US companies are JPMorgan Chase (banking and financial services), General Electric (mechanical engineering), ExxonMobil (oil, gas, energy), Berkshire Hathaway (investments and finance) and Citigroup (banking and financial services).

A characteristic feature of the American view of management in an organization is its reliance on a model of «position» based on professional qualities and high qualifications. Employees who better meet the requirements of the «position» are considered as the most suitable for certain requirements. An important feature of personnel management in US organizations is that employees are considered as a vital resource for the development of process productivity and its effectiveness [3, p. 91-92].

The American workforce sector traditionally emphasizes a focus on individual values and work results, while management activities include a mechanism primarily of individual responsibility, and the results of work are expressed not in collective assessment, but in individual. Formation of work goals is quantitative and short-term. In most cases, responsibility for making managerial decisions, as well as their implementation, rests with specific individuals.

The defining criteria for recruiting personnel in American companies are applied work experience, psycho-emotional “similarity» with other participants in the work process, and educational level. Orientation in training and development from engineers to managers - to «spot» specialization in a specific area and a high level of professionalism.

Both small and large enterprises in the United States are characterized by the practice of quickly entering and leaving the organization, which is based on a simplified work process with personnel, in which an employee can be easily dismissed from his position or transferred to another sector if the company faces such a need.

The heart of HR recruiting policy in the United States is the principle of individualism. When recruiting, companies tend to more charismatic and bright personalities who are able to creatively and originally achieve their goals and objectives, as well as create new ideas and solve non-standard problems that will bring significant benefits to their company [3, p. 93]. In order to perform high-quality tasks, the list of responsibilities of HR managers in the United States includes adaptation, organization, coordination, control and assessment of personnel performance.

Distinctive features of working conditions in American companies is a turn to more mobile pay and working time schemes, a diverse range of possible professions, uniting from university scientists to simple engineers and even managers into flexible united project teams, applying the AGILE approach in project management, optimizing production and reducing the number of administrative and maintenance personnel.

There are several problems in the field of personnel management in American companies. One of the most significant can be called the presence of large multinational corporations, in which an important factor that has a great influence on increasing labor productivity is the socio-psychological climate in the company's team. As a result, the task of personnel management in American companies, among which the majority are multinational corporations, is to improve the tools that facilitate the adaptation of personnel in the hierarchy of various groups functioning in the work collective, as well as consolidate the team and prevent possible conflicts [4, p. 81].

Another major challenge in the field of American personnel management is the diversity of the workforce. In the context of historically prohibited discrimination against employment, the very system and procedure for hiring personnel has been transformed, which was one of the first to admit to hiring minors and women, who have become one of the fastest growing parts of the labor force. In addition, in connection with the processes of high migration in the United

States and low birth rates, resulting from globalization, Latin American, Asian and other emigrants began to seek employment in the country.

Differentiation between older and younger generations of workers is also a potential problem. The training of the younger generation of American workers is characterized by the low level of experience and necessary qualifications required for various types of work. This, in turn, leaves its imprint on the efficiency of the functioning of companies, which suffer large losses as a result of the implementation of work of a lower level and productivity, which causes a large increase in the number of claims from users of the company's services. As a result, companies are forced to incur significant costs for training and education of their employees in order to improve their professionalism, qualifications and quality of work.

The American system for working with personnel includes questionnaires, various tests and assessment procedures at all stages of the work of employees in the company (from hiring, mobility within the company, and ending with the exit of an employee from the company). Among the most appreciated in American companies is a staff with extraordinary thinking and mentality, stress tolerance and the ability to make important management decisions and generate innovative ideas that will ensure the stability of the company in a competitive market environment [3, p.92].

European companies play a significant role in the world of work. Their role is to more and more optimize the practices of the management process in the EU countries. As a result, the concept of collective nomination and approval of decisions is already working in more countries in Europe. The largest Western European companies are: Royal Dutch Shell (Netherlands, oil, gas, energy), Volkswagen Group (Germany, automotive), HSBC Holdings (UK, banking and financial services), Allianz (Germany, insurance) and BP (UK, oil, gas, energy).

Despite the unity of most of the laws related to human resource management in the European Union (labor protection, job security, compensation and benefits), there are specific legislative features and foundations for conducting business

processes in each country. The most striking differences can be called among the processes in the field of recruitment and dismissal from work of personnel, approval of vacations [28, p.211]. In addition, the timing of making certain personnel decisions (for example, the timing of notice of leave, dismissal, etc.), as well as procedures and amounts of compensation for the illegal termination of employment contracts, differ.

Examples include France and Belgium, where the use of advertising campaigns in the press aimed at hidden promotion of the company is punishable by law (despite the fact that the advertised «open» positions may simply not exist). In addition, in France, when recruiting personnel, it is impossible to mention the maximum permissible age of candidates, violation of which will be punishable by fines of the inspection organizations. The information contained in the application form of a candidate applying for a vacant position may not include items about religion and adherence to confessions, about trade union membership, political preferences and marital status.

Recruitment methods in German companies are usually initially approved by the management team, either from the line management, or by the council of enterprises in the context of the federal legislative system. At the legislative level, it is also enshrined that candidates for a vacant position have the right to privacy, the right to respect, compensation for the costs of the interview (in the case of a transfer), as well as the right on protection from provocative and inconvenient questions (for example, about confession, political orientation and marital status).

In Italian organizations, recruitment is carried out in full accordance with the current Labor Charter, which does not allow questions about political views, participation in trade union organizations and family status. Likewise, Spanish laws give candidates guarantees of privacy, especially from companies in the recruitment process. The powers of the state employment service include protecting the population from the publication of vacancies by companies in the press, which include information on the gender of the candidates required for the position [21].

Belgium's national collective bargaining agreement between trade unions and employers' associations provides protection against the privacy of candidates for vacant positions by companies. Issues affecting the marital status and orientation of candidates are outside the law. All personal data of candidates who participated in the competition for a vacant job, but did not pass the selection, must be returned to them and cannot be used by employers in any form, including for the purpose of preparing general statistics.

Democracy in production, which ensures equal participation of workers in defining the processes and tasks of an organization, characterizes most Western European organizations. Among these countries, the most successful and developed example is Germany, which has absorbed pluralism in all business processes of the organization, full openness to the organization of the workflow, as well as a willingness to consider new proposals and implement them. In addition, Germany has a well-developed trade union movement, various workers and supervisory councils and executive committees [21]. The public and private sectors include working councils of organizations in various sectors of the economy, whose members are approved by the labor collectives of the companies. Their participation is not based on union experience, but in the approval process, a significant role is highlighted by their personal characteristics and work experience. The right to advise organizations on the highest priority aspects of their functioning, the right to collectively determine policy on business and personnel processes together with organizations, the right to demand and receive any information about the current state of affairs of companies and plans for its development - this is what the work councils and makes them powerful enough in the German labor sphere.

The composition of the supervisory board can include up to 50% of employees, in significance from the sphere. Also, the supervisory board has the right to nominate and approve members of the executive committee and cancel the actions of its decisions. The executive committee necessarily includes the heads of organizations for labor processes [28, p. 147]. They, who represent workers,

including in personnel positions, have the opportunity to be elected by only two-thirds of the voters, including members of the supervisory board.

The German personnel management system is distinguished by a high level of legal organization of relations and legality. The high level of bureaucracy is noted in a large number of different documents and written agreements governing any relationship between the company and its employees. In recent years, steps have been taken to approximate the national labor laws of European countries.

The personnel management system in Japan is extremely different, both from the American and European systems. First of all, this is due to the specific mentality of the employees. The largest companies in Japan include Toyota Motor (automotive), Mitsubishi (automotive), Honda Motor (automotive), Japan Post Holdings (postal, banking and insurance services) and Nippon Telegraph & Telephone (telecommunications).

Japanese corporate culture and personnel policy are characterized by a strong corporate spirit, almost complete absence of conflict situations, team cohesion and teamwork. This is partly due to the fact that the overwhelming majority of the population of Japan is Japanese, which avoids intercultural conflicts [21].

Historically, Japanese human resources management has been based on a “lifetime recruitment» process. It presupposes an employee's “attachment» to one company throughout almost his entire working career, but this does not mean that an employee stands in one place - he has every opportunity to exercise mobility in the career hierarchy within one organization [74, p.5]. At the start of his career, a beginner Japanese specialist always starts from the bottom, that is, from the lowest position, and this does not correlate with the existing education (high school and the most prestigious university) or with nepotism. However, this employee will not remain in this position throughout his professional career - in a couple of years he will be guaranteed to advance in the hierarchy of the organization. The aforementioned start «from the bottom» is justified by the fact that a couple of years in a fairly routine, initial position will not affect the specialist's knowledge in

any way (he will not have time to lose it), since he will work in a field similar to his education and cannot but intersect with the knowledge he received. «Starting from the bottom» will allow a Japanese beginner specialist to gain knowledge of the functioning of an organization at the lowest levels, which, of course, will be useful in the future work of this specialist, and especially when he takes a major leadership position.

The Japanese system is very specific when an employee leaves an organization, since this becomes a rather difficult case for an employee - you can get a new job in another organization only in a low position with an appropriate level of remuneration and without any prospects of vertical mobility within the company - all this is very severe punishment for the employee. In addition, such employees, who changed their place of work once, are subsequently the primary candidates for redundancy if necessary [21].

In recent decades, this system is becoming a thing of the past, which is caused by the Japanese economic crisis in the 80s of the twentieth century, which made this system sharply unprofitable for any Japanese company, as it forced to provide a wide range of specialists, even if the organization did not need them. Together with this factor, there was a change in the attitude of workers to work, which affected the orientation of employees to personal growth and success, self-affirmation, expressed in the intention to find a new job or even start their own business. In this regard, this system began to be replaced by more modern recruiting concepts. One of them has nothing in common with life-long employment, while others are quite new and based on different provisions.

The new concept is based on hiring additional employees only when production increases or the economic sphere of the company and its market expands. Under this system, hired workers do not receive any guarantees, since the employment of such employees is based only on economic feasibility, and dismissal can occur for any of the reasons. Thus, this system excludes the traditional «lifelong» component of an employee's work in a team. In these

conditions, the organization receives an undeniable advantage and the ability to quickly optimize production by redeploying and reducing personnel.

Another hiring concept is based on re-hiring previously laid off employees, but on new, favorable terms for the company. This system has been used in the past, but companies incurred both material and moral costs in front of their dismissed and newly hired employees. In modern conditions, this type of employment has become the most effective, because employees do not receive any guarantees and obligations from the employer. Many employees are forced to return to significantly worse conditions, primarily in the hierarchical terms and in terms of remuneration. This is undoubtedly beneficial for companies, it helps them redistribute significant released amounts of wages, and employees are incentivized to work with much greater motivation, since they perceive the «return» to the company as a gesture of mercy on the part of the employer, and the very fact of dismissal makes them afraid of being fired again [47].

Organizations in Japan have a strict hierarchy of positions and pay rates for them, but job responsibilities do not have a strict classification and attachment to specific positions, but are simply divided between employees of different levels and positions. Companies are strongly encouraged to perform a wide range of duties and work in the interaction of employees, depending on the current work situation. The salary is taken into account depending on the individual assessment of the productivity of an individual employee based on a variety of criteria. The increase (growth) of wages is directly related to seniority, which is a distinctive feature of the Japanese personnel management system [76, p.55]. In addition to this criterion, there are other, secondary criteria, namely, labor contribution to the organization's activities, success in training and advanced training, the ability to work successfully in a work collective. The head of the assessed person makes a significant contribution to the assessment of these criteria. This strongly distinguishes the Japanese model from the American and European ones, where basic salaries in each of the areas are formed mainly on the basis of supply and demand in the labor market.

Remuneration in the Japanese system differs in its orientation towards the dependence of the amount of remuneration on professional experience, which is expressed in the opinion that after a year of work in the company, the Japanese begin to work more and more efficiently. The motivation service of the company, or the immediate manager, makes a decision to increase wages, and this is done almost automatically, based on the length of service. Motivation departments in Japan are fairly comprehensively oriented units that develop effective labor systems based on analytics, linking wages with seniority, work results, and the life peaks of employees.

The above-mentioned system of «life peaks» deserves special attention, since it has a significant impact on many NDT processes in Japanese companies. There are about six of these «peaks» in the Japanese system. At the beginning of his career, a newly minted Japanese specialist receives a minimum specified by law. Closer to the age of thirty, the employee gets married, which is reflected in the growth of his salary on the basis of the current law on traditions. After that, in a Japanese family usually a child is born (and, accordingly, the next peak in life and an increase in wages), the purchase of housing (and, as a consequence, a mortgage loan), the period associated with the payment of a certain part of the loan.

While in European companies the remuneration system for management personnel (top managers, directors) has a fixed salary, and the bonus part of the motivation is tied to the company's success, in Japanese organizations a “flexible rate» system has been adopted. Primary salary rates for managers in Japanese companies vary depending on the growth rate of the company and the cost of its goods and services on the market, as well as other commercial indicators for which a particular manager is responsible [34, p. 1-3]. Moreover, this feature is regulated not at the level of legislation, but by local regulations on the remuneration of the company. Also, the Japanese system is distinguished by the strict dependence of the remuneration of workers on their actual results of work.

An important feature of the Japanese management is a reverent and respectful attitude to staff. At the level of the company's charter, it is stipulated that

ordinary employees are fired only in exceptional situations. In case of economic crises of the company, the top management of the company considers any possibilities to get out of an unfavorable financial situation, except for the dismissal of the company's staff. It is believed that an ordinary employee is the main wealth and capital of the company.

Training of personnel at Japanese companies is carried out without separation from production, and in most cases training is internal. The most important goal of training is to develop a set of skills and competencies required by a company. Knowledge of the company's product portfolio, production technology, as well as the goals set for the company is the main ability of employees to perform a wide range of production functions and professionally solve common production and management tasks.

To implement the goal of on-the-job training in Japanese organizations, there are special departments that exist in almost every Japanese company [28, p.2]. In addition, in Japanese companies there are mentoring systems, when the introduction and subsequent support of new employees is carried out by experienced employees - mentors.

In addition to internal on-the-job training, organizations use on-the-job training, both at their own training centers and external. In the second case, companies turn to a variety of associations and centers that help to improve production efficiency and to other non-governmental organizations.

As the result of low employee turnover, as well as the concern of managers for their subordinates in Japanese companies, is a good working atmosphere within teams, as well as employee confidence in the future - and, as a result, this is also reflected in the productivity of work activities and in meeting targets. The development of its own personnel, and not an orientation towards external, more experienced candidates, is a distinctive feature of the Japanese personnel policy of organizations. The result of all this is high employee loyalty to their companies.

Based on the results of considering the systems for organizing personnel management - American, Western European and Japanese, it can be concluded that

they have common features, but at the same time they are also characterized by specific features that make them unique.

The modern world - is a global society, which is reflected in the interpenetration and mutual complement of processes, including in the field of human resource management (processes are adopted and taken over from company to company, including through consulting marketing practices). In addition, all large national companies have long become international and, accordingly, their culture and process features spread at many countries of the world and their cultures. Thus, the consideration of foreign practices of personnel management is an important element in understanding and analyzing the tools of personnel management in modern Ukrainian organizations.

Conclusion to part 1

Based on the study of theoretical foundations and international experience of HR management experience the following results were obtained:

1. As a result of the study of the historical aspects of the theory of human resource management, it was established that in the course of the evolution of the theory of personnel management, the paradoxical role of human resources in production was transformed. If earlier labor (human resource) was considered as a traditional factor of production on a par with other material factors (equipment, materials), and therefore the task of minimizing costs was reduced to saving, first of all, wages, now the employee is the source of the company's welfare, a key intangible resource. The change in the role of the human resource in production entailed a change in the general approach to economic development, which is that a person is not a means of accumulating wealth, increasing welfare, but the goal of developing production and increasing welfare. The modern stage of development of management theory is characterized by great attention to development issues, the effective use of human resources based on the study of the needs and motives

of individuals' behavior, aimed at solving the problems of innovative development of the economy.

2. As a result of the study of the main components and indicators of the effectiveness of personnel management at the enterprise, it was found that efficiency is a relative indicator that characterizes the ratio between the achieved or expected final results of activity, acting as an effect, and the costs or resources required to achieve it. It has been established that the models for assessing the effectiveness of personnel management in one form or another evaluate the following aspects: work results and achievements; qualifications, knowledge and skills, competencies; behavior at work: involvement, motivation, relationships with others, etc.; satisfaction with the work of the evaluated employee with his “internal» and “external» clients. Were identified and investigated modern approaches to assessing the effectiveness of personnel management: technology audit of labor resources; target management technology; key performance indicators; technology of expert assessments; «360 degrees» evaluation technology. As a result of the study, it was found that each of the approaches and methods considered has its own pros and cons and should be used based on the characteristics of each particular case with an assessment of the costs of its implementation and the expected benefits.

3. As a result of the study of international experience in personnel management, it was established that, based on the results of considering the systems of organization of personnel management - American, Western European and Japanese, it can be concluded that they have common features, but at the same time they are characterized by specific features that make them unique.

The modern world is a global society, which is reflected in the interpenetration and complementarity of processes, including in the field of personnel management (processes are borrowed and adopted from company to company, including through consulting practices). In addition, all large national companies have become international long ago and, accordingly, their culture and process features spread to many countries of the world and culture. Thus,

consideration of foreign practices of personnel management is an important element in understanding and analysis of personnel management tools in modern Ukrainian organizations.

PART 2.

ANALYSIS OF THE ECONOMIC ACTIVITY OF SE «ADCOM-Kyiv»

2.1. Characteristics of the enterprise's activities on the Ukrainian market.

The base for writing this work is the SUB «Adcom Kiev» enterprise, a short description of the chosen enterprise is presented in Table 2.1.

Table 2.1.

Short characteristic of SUB «Adcom Kiev»

Full name of the legal entity	SUBSIDIARY OF ADCOM-Kyiv
Short name	SUB «ADCOM-Kyiv»
Legal entity status	Not in the process of termination
EDRPOU code	32486050
Registration Date	22.09.2003 (17 years 2 months)
Legal form	A subsidiary company
Ownership	Non-state property
Activities	
	72.19 Research and experimental development on other natural and technical sciences (basic)
	70.22 Business and other management consultancy activities
	42.99 Construction of other structures, n. in. and. in.
	46.90 Non-specialized wholesale trade
Contact Information	Ukraine, 03127, the city of Kiev, AVENUE OF THE 40TH ANNIVERSARY OF OCTOBER, the house 100/2

Source: compiled by the author

Subsidiary SUB «Adcom Kiev» is a branch of a large joint stock company. Subsidiaries «Adcom Kiev» is created for the purpose of expansion of activity and the company's core Adkom Military Industries. SUB «Adcom Kiev» can only operate under the leadership of the main (parent) company, Adkom Military Industries, since the subsidiary was originally created at the expense of the parent company, and the agreement states that the subsidiary is subordinate to the parent company. Therefore, a subsidiary of SUB «Adcom Kiev» is not responsible for the actions of the head, whatever they may be. The parent company is responsible for

the subsidiary SUB «Adcom Kiev» before the state and its controlling authorities, since it completely manages its activities.

SUB «Adcom Kiev» is a company created as a legal entity by another company (founder) of Adkom Military Industries by transferring part of its property to it under full economic management. The founder of the subsidiary SUB «Adcom Kiev» approves the charter of the company, appoints its head and exercises other owner rights in relation to the subsidiary, provided for by the legislative acts on the company.

The structure of the subsidiary SUB Adcom Kiev is identical to the structure of the parent organization, however, the parent company Adkom Military Industries has special advantages over SUB Adcom Kiev. The leading advantage of the main company over SUB Adcom Kiev is the ability to make decisions in all its activities.

In fact, a subsidiary of SUB «Adcom Kiev» is a separate company. Its activities are coordinated by law, and all financial transactions are recorded by the supervisory authorities. The parent organization appointed its representatives to manage SUB «Adcom Kiev».

As already mentioned, the parent company has some influence over its SUB Adcom Kiev. The leaders of the parent company have the right to give advice and guidance on work and business promotion. But the main decision is still made by the director of SUB «Adcom Kiev».

The organizational structure of SUB «Adcom Kiev» is shown in Fig.2.1.

The organizational structure of SUB «Adcom Kiev» is hierarchical, linear and is characterized by the fact that at the head of each unit is a leader who concentrates all management functions in his hands and performs sole leadership of the employees subordinated to him [29]. His decisions, passed along the chain from top to bottom, are binding on all lower levels. He, in turn, is subordinated to a superior leader. On this basis, a hierarchy of managers of the SUB «Adcom Kiev» management system is created. This type of organizational structure has a number of disadvantages, but its use in the enterprise may be justified. Since it allows you

to create a clear system of distribution of rights, responsibilities and labor functions between employees. The rigidity and bureaucracy of the organizational structure of SUB Adcom Kiev is compensated by maintaining the norms and values of the company, which are to promote the self-development of each employee.

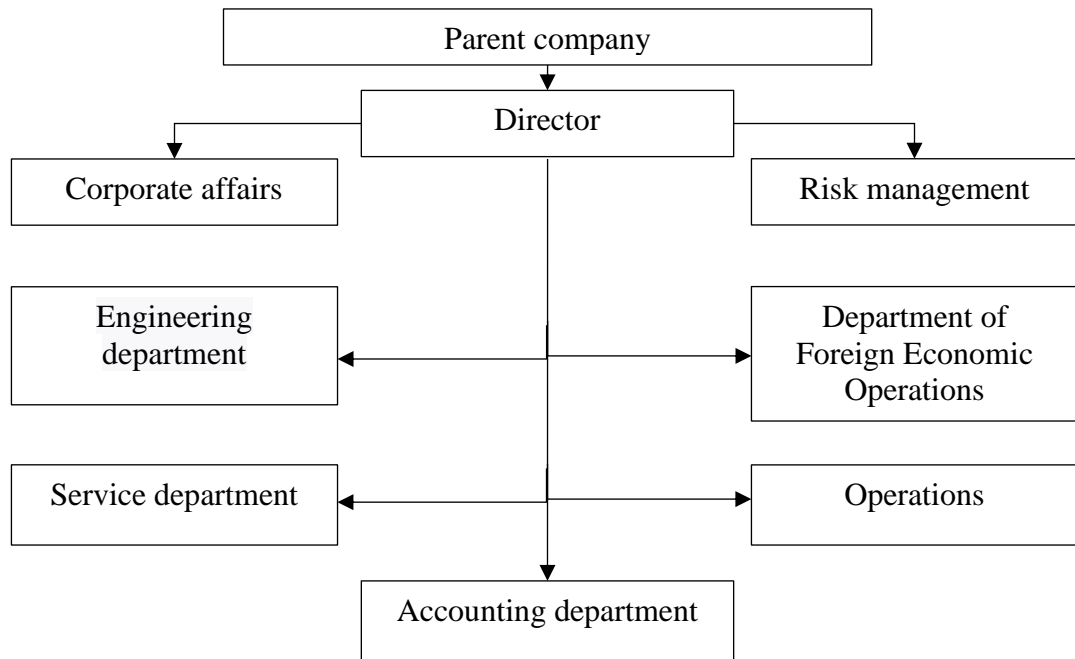


Figure 2.1. Organizational structure of SUB «Adcom Kiev»

Source: compiled by the author

Labor relations between employees and SUB «Adcom Kiev» are based on an employment contract. The labor income of each employee is determined by his personal contribution, taking into account the final results of the work of SUB «Adcom Kiev, regulated by taxes, and is not limited to any maximum amount.

The minimum wage for the Company's employees is established by legislative acts of Ukraine.

The form, system and size of remuneration, as well as other types of employee income are set by SUB «Adcom Kiev» independently, depending on the profession, qualifications of employees, the complexity and conditions of the work performed.

SUB «Adcom Kiev» employees are subject to compulsory social and voluntary health insurance.

SUB «Adcom Kiev» provides employees with safe working conditions and is liable in accordance with the law for damage caused to their health and ability to work. The employee is responsible for the damage caused to SUB «Adcom Kiev» if the employee does not follow the technical safety rules.

Labor relations of SUB «Adcom Kiev» employees, including their social and pension security, as well as issues of social development of SUB «Adcom Kiev», are defined in the internal documents of SUB «Adcom Kiev», including the collective agreement.

So, on the basis of the conducted research it was established that the investigated enterprise SUB «Adcom Kiev» is a subsidiary company. The main types of activity SUB «Adcom Kiev» are: research and experimental development on other natural and technical sciences, business and other management consultancy activities, construction of other structures and non-specialized wholesale trade. At the studied enterprise SUB «Adcom Kiev», a linear type of organizational structure is used, which, despite its bureaucracy and rigidity, is used in order to create a clear system for the distribution of rights, duties and labor functions between employees.

2.2. Analysis of the production and financial indicators of SUB «Adcom Kiev»

The dynamics of indicators of profit formation SUB «Adcom Kiev» are presented in table 2.2.

Table 2. 2

Dynamics of SUB «Adcom Kiev» profit formation indicators in 2017-2019

№	Indicator	2017	2018	2019	Deviation			
					Absolute		Relative	
					2018- 2017	2019- 2018	2018/ 2017	2019/ 2018
1	2	3	4	5	6	7	8	9
1	Net income from sales of products	50420,0	44381,0	35286,5	-6039,0	-9094,5	-12,0	-20,5

	(goods, services)	works,							
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1	2	3	4	5	6	7	8	9
2	Cost of goods sold (goods, works, services)	37755,0	35484,0	28359,4	-2271,0	-7124,6	-6,0	-20,1
3	Gross profit	12665,0	8897,0	6927,1	-3768,0	-1969,9	-29,8	-22,1
4	Other operating income	1691,0	400,0	1161,9	-1291,0	761,9	-76,3	190,5
5	Administrative expenses	3718,0	3401,0	2890,0	-317,0	-511,0	-8,5	-15,0
6	Selling expenses	2405,0	2858,0	2410,0	453,0	-448,0	18,8	-15,7
7	Other operating expenses	1973,0	1568,0	1760,2	-405,0	192,2	-20,5	12,3
8	Operating profit	6260,0	1470,0	1028,8	-4790,0	-441,2	-76,5	-30,0
9	Other income	187,0	219,0	198,0	32,0	-21,0	17,1	-9,6
10	Financial expenses	926,0	753,0	720,0	-173,0	-33,0	-18,7	-4,4
11	Other expenses	6,0	14,0	14,4	8,0	0,4	133,3	2,9
12	Profit before tax	5515,0	922,0	492,4	-4593,0	-429,6	-83,3	-46,6
13	Expenses (income) from income tax	997,0	172,0	88,6	-825,0	-83,4	-82,7	-48,5
14	Net profit	4518,0	750,0	403,8	-3768,0	-346,2	-83,4	-46,2

Source: calculated by the author

Thus, based on the indicators of table 2.2 we can say that at the researched company over the past three years there is a tendency to reduce sales by 12% in 2018 compared to 2017, in 2019 this trend persisted and the rate of reduction in sales amounted to 20.5% (Fig. 2.2).

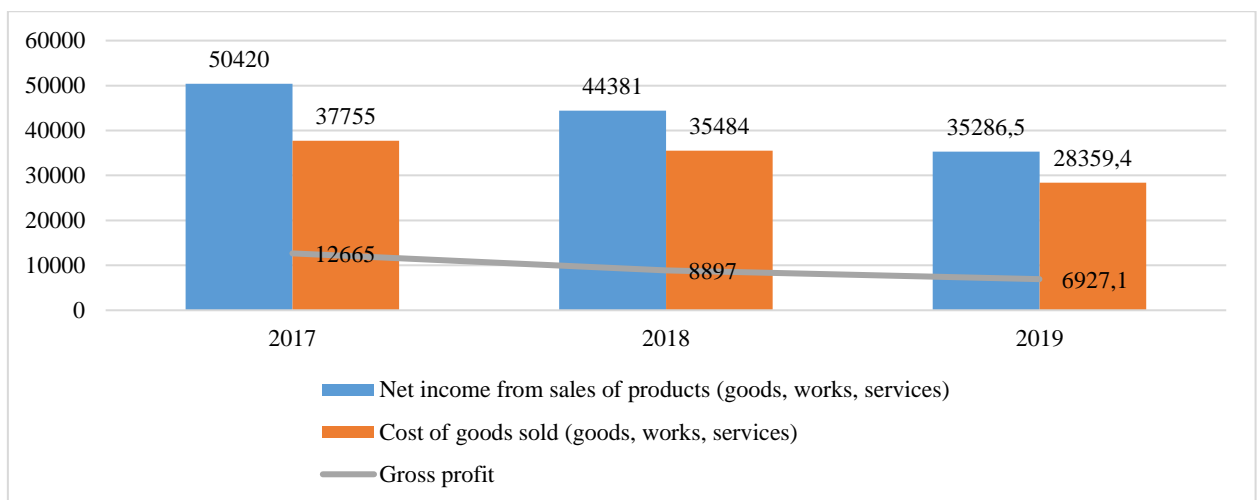


Fig.2.2. Dynamics of indicators of gross profit formation SUB «Adcom Kiev» in 2017-2019.

Source: built by the author

The reduction in sales has led to a natural decrease in the cost of goods sold. In general, the rate of reduction of the cost of sales corresponds to the rate of decrease in sales, they are fully explained by the decrease in sales of the enterprise, and is not a consequence of increasing production efficiency. The described tendency to reduce sales is negative for the studied enterprise, as the consequences of this reduction are a decrease in gross profit by 29.8% in 2018 compared to 2017 and by 22.1% in 2019 compared to 2018.

The next component of the formation of enterprise profits are other operating income. The dynamics of this indicator is presented in Fig. 2.3.

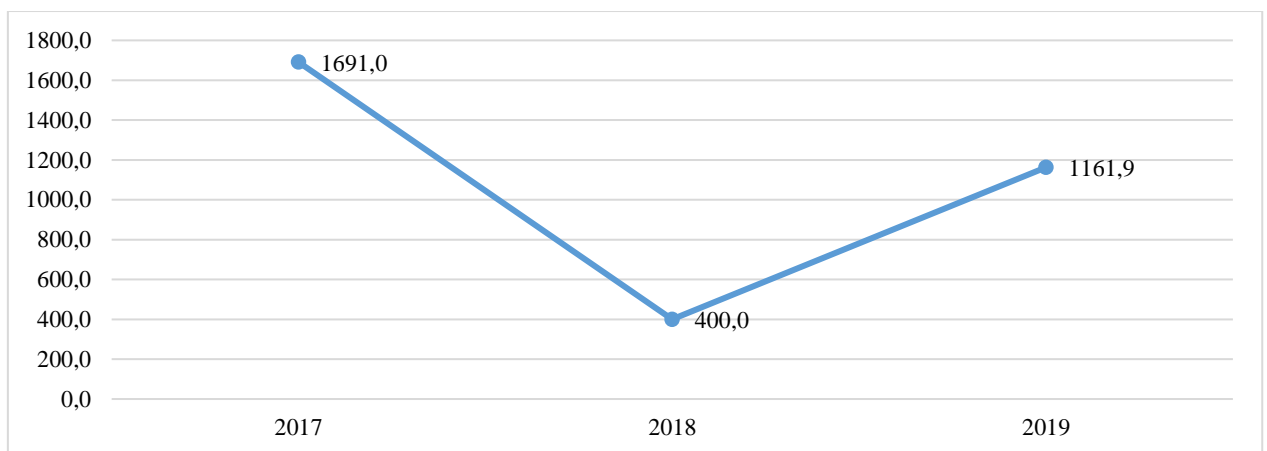


Fig.2.3. Dynamics of other operating income SUB «Adcom Kiev» in 2017-2019.

Source: built by the author

Based on Figure 2.3, we can conclude that in 2018 there was a reduction in other operating income by 76.3% due to the expiration of the lease of non-residential premises, under which the surveyed company acted as a landlord.

In 2019, the volume of other operating income increased almost 3 times due to the conclusion of a new lease agreement.

Important elements of the formation of enterprise profits are operating costs. The cost structure is presented in Fig. 2.4.

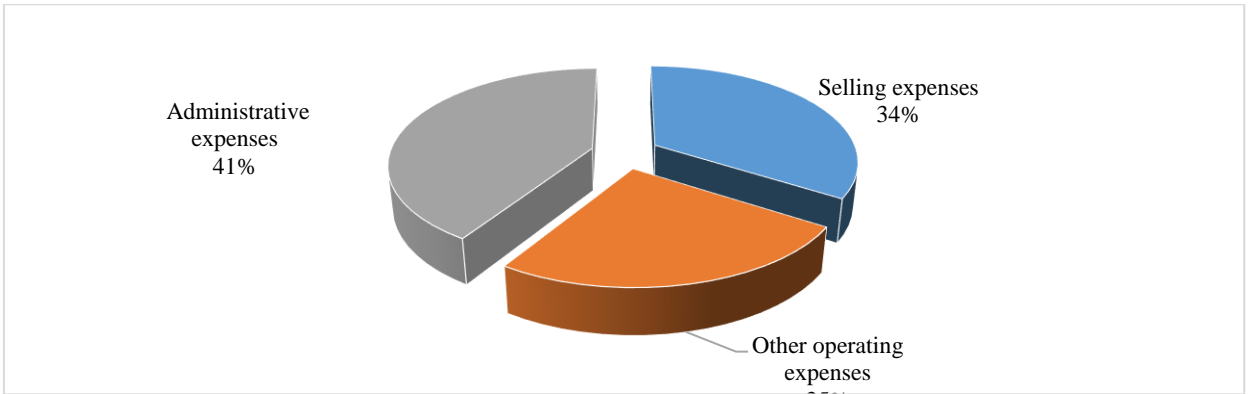


Fig.2.4. The structure of operating costs SUB «Adcom Kiev» in 2017-2019.

Source: built by the author

Thus, based on the analysis, it can be argued that the largest share in the cost structure is occupied by administrative costs, their share is 41% in the overall structure, sales costs are 34% in the overall structure, and other operating costs only 25%. The dynamics of operating costs SUB «Adcom Kiev» in 2017-2019 is presented in Fig. 2.5.

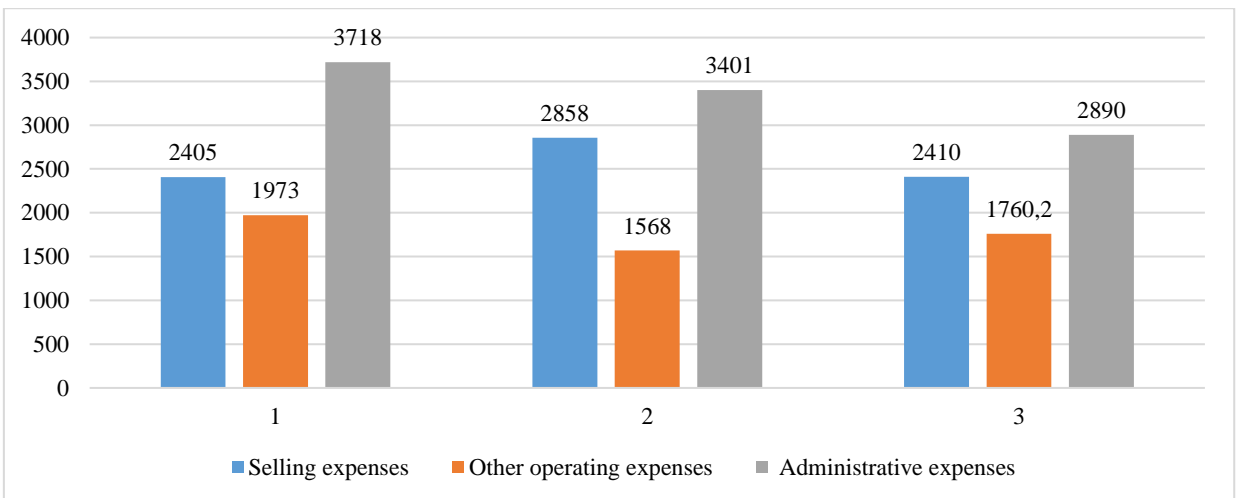


Fig.2.5. Dynamics of operating costs of SUB «Adcom Kiev» in 2017-2019.

Source: built by the author

Based on the indicators of the financial statements of the surveyed company, it can be noted that during the studied period there is a tendency to reduce operating costs at the company. Thus, in 2018, compared to 2017, administrative expenses decreased by 8.5%. In 2019, the rate of reduction of administrative costs was 15%. Sales costs in 2018 compared to 2017 increased by 18.8%. In 2019, the

rate of reduction of sales costs was 15.7%. Other operating expenses in 2018 compared to 2017 decreased by 20.5%, and in 2019 increased by 12.3%. The reduction in administrative costs is due to a reduction in the number of administrative staff. The relatively constant value of sales costs while reducing sales indicates the inefficiency of marketing activities of the enterprise in the period from 2017 to 2019. In general, the operating costs of the surveyed company in 2019 compared to 2017 decreased by 12.8% due to the personnel policy and reduced sales.

The dynamics of other incomes, other expenses and financial expenses of the researched enterprise are presented in fig. 2.6.

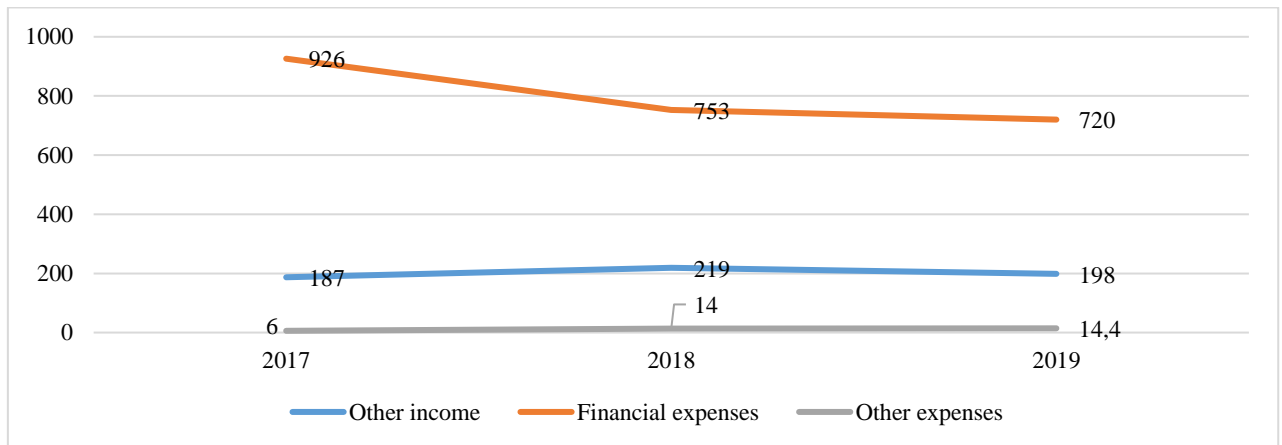


Fig.2. 6. Dynamics of other indicators of income and expenses SUB «Adcom Kiev» in 2017-2019.

Source: built by the author

Based on Fig. 2.6, it can be noted that other revenues of the enterprise for the studied period increased by 11 thousand UAH. Other expenses increased by UAH 8.4 thousand, and financial expenses decreased by 18.7% in 2018 and by another 4.4% in 2019. The reduction of these costs is a positive trend, as it indicates an increase in the efficiency of financial operations of the enterprise.

Having studied the dynamics of the main components of the profits of the studied enterprise in the period from 2017 to 2019, we proceed to assess the dynamics of profit indicators (Fig. 2.7).

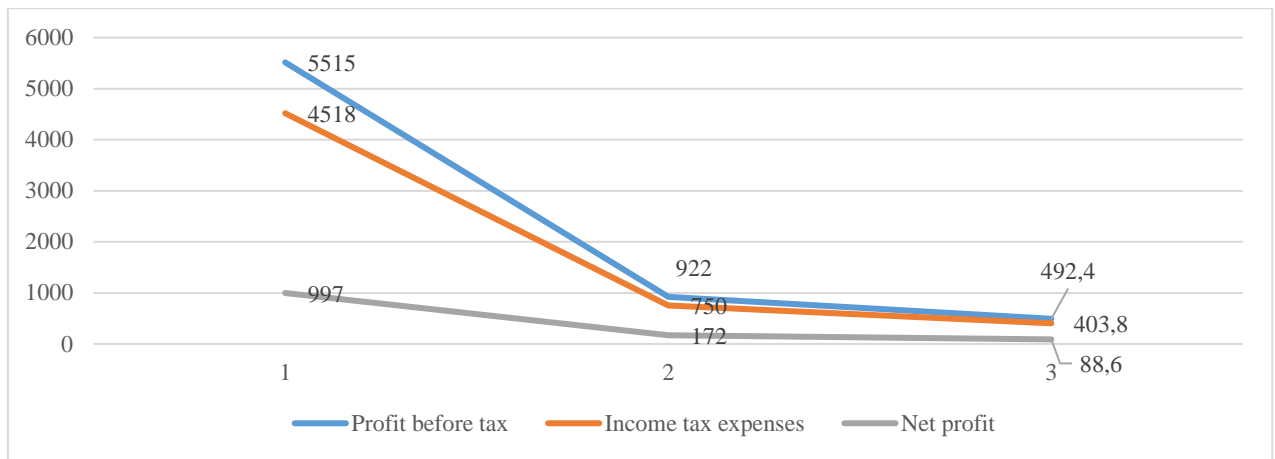


Fig.2.7. Dynamics of other indicators of profit before tax, income tax expenses and net profit SUB «Adcom Kiev» in 2017-2019.

Source: built by the author

The changes in the elements of profit formation described above led to a reduction in the net profit of the surveyed enterprise in 2018 compared to 2017 by 83.4%, and in 2019 compared to 2018 the reduction in net profit was 46.2%. As already mentioned, the main reason for this reduction in net profit is a decrease in sales of the studied enterprise SUB «Adcom Kiev» by 30%.

The study of SUB «Adcom Kiev» profit sources is based on calculations of the influence of various factors on the company's profit. Thus, as it was found a significant impact on the formation of profits of the studied enterprise had a change in sales.

This reduction in pre-tax profit in the studied period is explained by the previously described reduction in sales and reduction in other operating income.

The described phenomena led to a decrease in net profit during the study period.

Thus, during 2017-2019, the net profit of SUB «Adcom Kiev» decreased by 91%. In 2017, the value of this indicator was 4518 thousand UAH, and in 2019 only 403.8 thousand UAH.

Estimation of the impact of sales volumes and inflation on the formation of profits SUB «Adcom Kiev» is presented in table 2. 3.

Table 2.3

Estimation of the impact of changes in sales volumes and inflation on the profit of SUB «Adcom Kiev» in 2018-2019, thousand UAH

Indicator	2018	2019
Inflation rate, %	9,8	4,1
Revenue at comparable prices	40 420	33 897
Reduction of revenue due to volume	10 000	10 484
Increase in revenue due to price	3 961	1 390

Source: calculated by the author

For the analytical study of the sources of income formation SUB «Adcom Kiev» will assess the impact of changes in sales and inflation on profits. We will make calculations subject to price increases of 9.8% in 2018 and 4.1% in 2019.

The data are given in table 2.3, shows that the net income from sales in comparable prices in 2018 amounted to 40,420 (44,381/1,098), in 2019 - 33,897 thousand UAH. (35286.5/1.041). If you subtract its value from the net income of the analyzed period, adjusted for the price index, the resulting difference will be an increase in revenue due to an increase in the selling price.

Thus, the growth of net income due to price increase amounted to 3961 (44381-40420) and 143551 thousand UAH. (35286.6-33897) in 2018 and 2019, respectively.

The impact of changes in sales volume on the amount of net income is calculated by the difference between the adjusted net income and net income of the previous period. That is, net income in 2018 lost UAH 10,000 thousand. (40420 - 50420), and in 2019 net income lost 10484 thousand UAH by reducing the number of products sold. A significant reduction in sales did not allow to reflect the positive trend of net income growth due to higher prices.

Profitability is one of the indicators that characterizes the economic efficiency of the enterprise. Profitability is the use of funds in which the company not only covers its costs with income, but also makes a profit.

Let's consider, in detail, the dynamics of the main indicators of profitability of profits SUB «Adcom Kiev», which is presented in table 2.4.

Table 2.4

Dynamics of profitability indicators of SUB «Adcom Kiev» profit in 2017-2019

№	Indicator	2017	2018	2019	deviation	
					2018-2017	2019-2018
1	2	3	4	5	6	7
1	Profitability of sales by gross profit	25,12	20,05	19,63	-5,07	-0,42
2	Profitability of sales on operating profit	12,42	3,31	2,92	-9,10	-0,40
3	Profitability of sales by pre-tax profit	10,94	2,08	1,40	-8,86	-0,68
4	Profitability of sales at net profit	8,96	1,69	1,14	-7,27	-0,55

Source: calculated by the author

Thus, based on the indicators of profitability, which are presented in table 2.4, we can say that the tendency to reduce profits has affected the reduction of profitability of the enterprise.

Thus, in the study period, the profitability of sales at gross profit decreased by almost 6% from 25.12% in 2017 to 19.63% in 2019 (Fig. 2. 8). This reduction means that each hryvnia of gross income in 2019 compared to 2017 began to bring almost 6 kopecks less net profit.

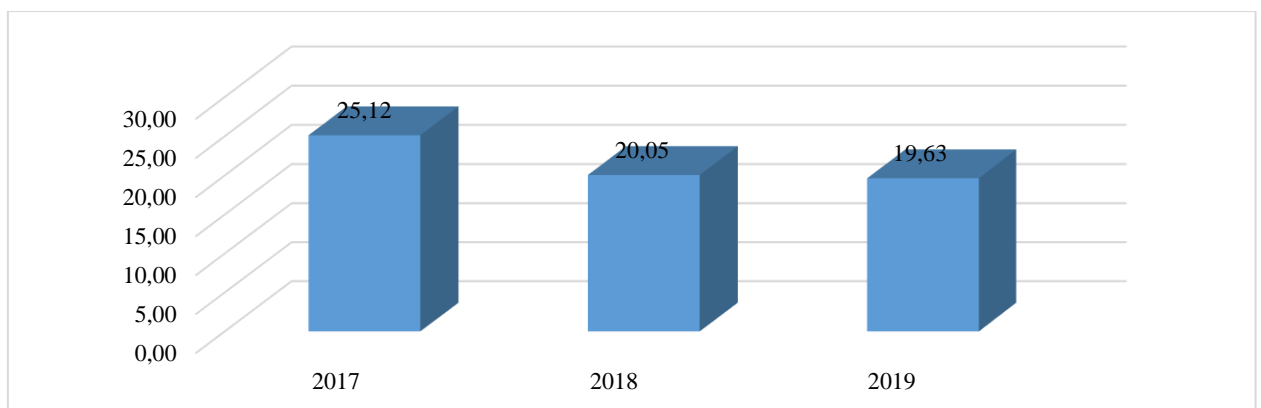


Fig.2.8. Dynamics of profitability of sales on gross profit of SUB «Adcom Kiev» in 2017-2019.

Source: built by the author

Profitability of sales on operating profit also decreased during the period under review. Its decrease was almost 10% in 2019 compared to 2017 (Fig. 2.9).

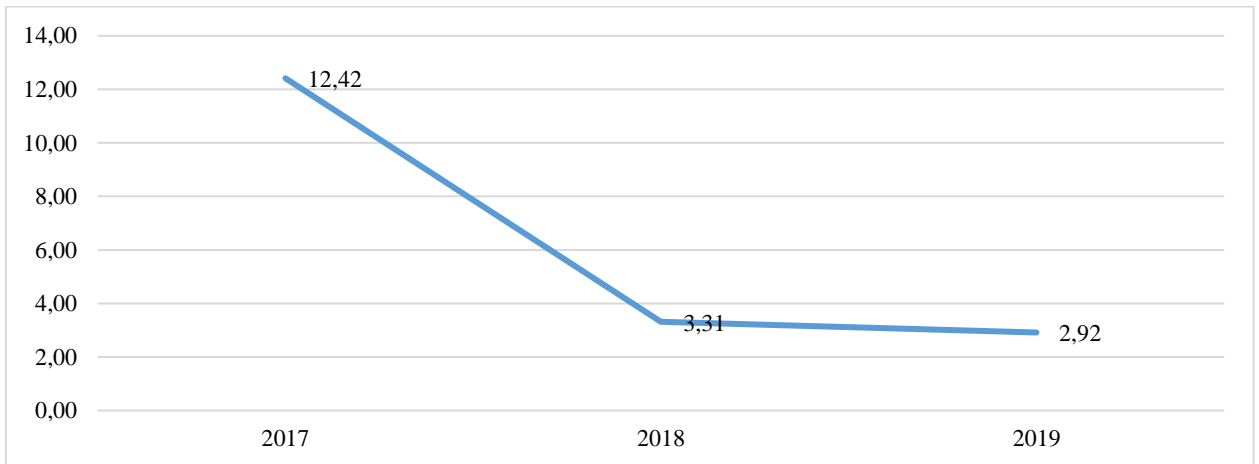


Fig.2.9. Dynamics of profitability of sales on operating profit SUB «Adcom Kiev» in 2017-2019.

Source: built by the author

This reduction means that each hryvnia of operating profit in 2019 compared to 2017 began to bring almost 10 kopecks less net profit.

Similar trends are observed with the indicator of profitability of sales by pre-tax profit (Fig. 2.10).

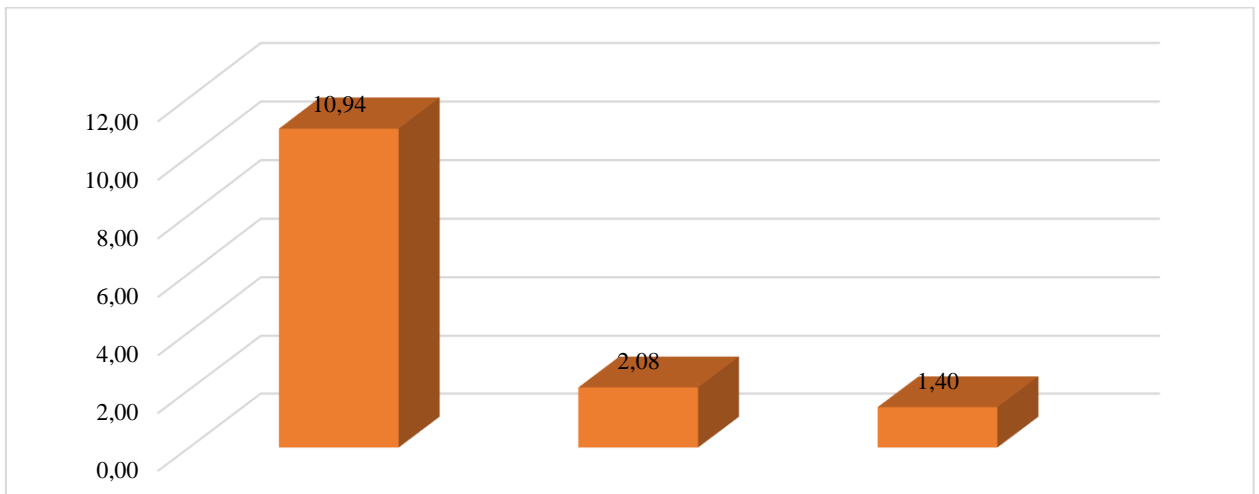


Fig.2.10. Dynamics of profitability of sales by pre-tax profit SUB «Adcom Kiev» in 2017-2019.

Source: built by the author

During the studied period from 2017 to 2019, the profitability of pre-tax sales decreased by 9.5 percent to a critical value of 1.4% in 2019, which is undoubtedly a negative trend for the company as it indicates a decrease in the efficiency of the enterprise.

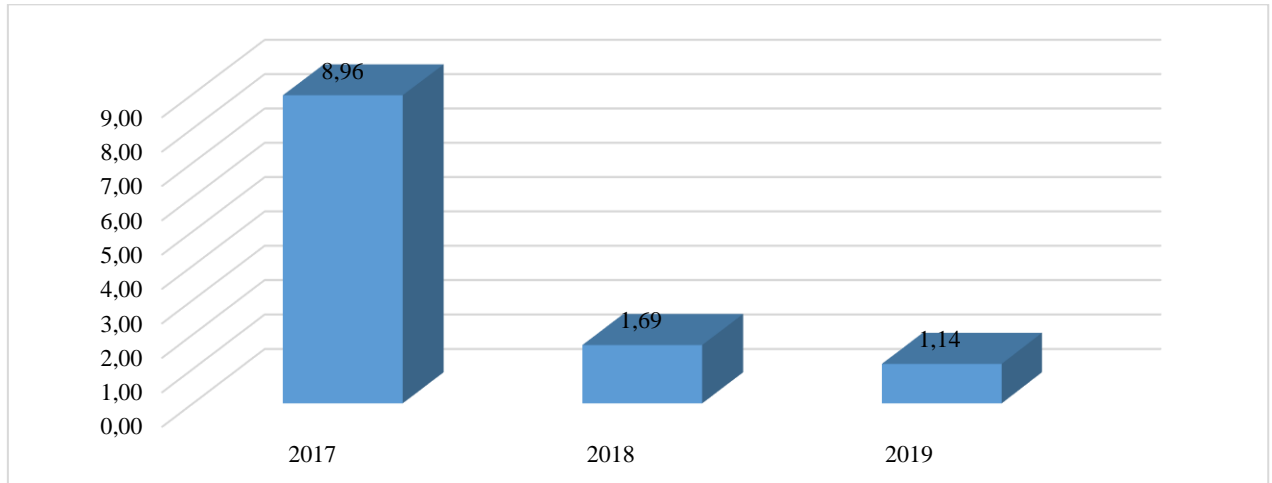


Fig.2.11. Dynamics of profitability of sales on net profit SUB «Adcom Kiev» in 2017-2019.

Source: built by the author

Profitability of sales at net profit in the study period, similar to other calculated indicators of profitability, decreased. The decrease in this indicator in 2019 compared to 2017 was 7.8%.

Thus, on the basis of the study, trends to reduce the company's profits were identified. This decrease is undoubtedly a negative trend for the studied enterprise. Because the profit that the company receives is the result of its activities. Based on the value and dynamics of this indicator, it is possible to draw conclusions about the activities of the enterprise as a whole and its efficiency. The decrease in the company's profit caused a decrease in its profitability. In the course of the analysis it was found that the main reasons for the decrease in the company's profit are a significant reduction in sales by 30%, and a reduction in other operating income.

2.3. Evaluating the effectiveness of existing human resources management system

Let's analyze the features of personnel management at the enterprise. To do this, first consider the composition and structure of the company's personnel, which is presented in Table 2. five.

Table 2.5

The composition and structure of the staff of SUB «Adcom Kiev» as of 01.01.2020

Name indicators	Total		including by categories							
			Managers		Specialists		Service staff		Engineers and technicians	
1	2		3		4		5		6	
1. Average list number of staff	pers.	%	pers.	%	pers.	%	pers.	%	pers.	%
		149	100	29	19,5	16	10,7	7	4,7	97
2. Staff composition by age										
- up to 20 years	3	2	0	0	0	0	1	0,7	7	4,7
- from 21 to 30 years	8	5,4	2	1,3	4	2,7	2	1,3	14	9,4
- from 31 to 40 years	53	35,6	11	7,4	9	6	2	1,3	25	16,8
- from 41 to 50 years	44	29,5	9	6	2	1,3	1	0,7	31	20,8
- from over 50 years	41	27,5	7	4,7	1	0,7	1	0,7	20	13,4
3. Staff composition by gender										
- men	87	58,4	16	10,7	7	4,7	2	1,3	62	41,6
- women	62	41,6	13	8,8	9	6	5	3,4	35	23,5
4. Staff composition by level of education										
- higher	84	56,4	28	18,8	14	9,4	6	4	36	24,2
- medium-special	48	32,2	1	0,7	2	1,3	1	0,7	44	29,5
- average	17	11,4	0	0	0	0	0	0	17	11,4
5. Staff composition by length of service										
- up to 1 year	16	11,4	0	0	2	1,3	1	0,7	14	9,4
- from 1 to 5 years	15	10,1	1	0,7	1	0,7	1	0,7	11	7,4
- from 5 to 10 years	32	21,5	8	5,4	5	3,4	2	1,3	17	11,4
- from 10 to 20 years	47	31,5	11	7,4	7	4,7	2	1,3	27	18,1
- over 20 years	39	26,2	9	6	1	0,7	1	0,7	28	18,8

Source: calculated by the author

The group of engineers and technicians is the most numerous in the general structure of the enterprise personnel, their share is 65.1%. The second most important group is a group of administrative workers in SUB «Adcom Kiev», which make up almost the fifth part - 19.5% of the staff.

Such groups as specialists and service personnel are relatively small. Thus, the share of such specialists is 10.7% of employees, and the share of service personnel is 4.7%. The reason for this fact is the high proportion of work performed by engineers and technicians, as well as the small number of office workers at the enterprise. Among the personnel by age, the largest group is the group with the age of 31 to 40 years, which accounts for 35.6% of employees. Groups of workers over 40 years old account for a total of 57%. The share of young workers (under the age of 30) is small, and, in general, amounts to 7.4%. The personnel of the enterprise are dominated by men, which is associated with the specifics of its activities - 58.4%. At the same time, the majority of men work in two groups – managers, engineers and technicians. Women are concentrated in employee and professional groups;

More than half of the workers (56.4%) have higher education, secondary specialized education accounts for 32.2%, and secondary education for 11.4%, and all of them are engineers and technicians. In the groups of managers, specialists and employees, workers with a secondary education are absent, and higher education prevails. The bulk of employees at the enterprise in terms of work experience are employees with more than 5 years of experience, whose total share is 78.5%. At the same time, the largest share of employees has been working for 10 to 20 years, 31.5%, as well as over 20 years - 26.2%. Thus, it can be concluded that the company hires employees with significant work experience employees with a total work experience of less than 5 years make up only 21.5% of the structure, they are mainly low-skilled service personnel.

We will assess the staffing level of SUB «Adcom Kiev» by categories of employees, which will allow us to determine the company's policy in terms of attracting personnel, which is presented in table 2.6.

The analysis of this table allows us to conclude that the level of filling the staff number of employees in SUB «Adcom Kiev» for such categories of employees as managers, specialists and service personnel is close to or equal to 100% throughout the study period. At the same time, only in 2017 there is a certain shortage of workers in these categories, which totaled 3 people.

Table 2.6

Assessment of staffing SUB «Adcom Kiev» in 2017-2019 years.

Employee category	2017	2018	2019
Leaders			
- staff number, people	27	27	29
- actual number, people	26	27	29
- filling level of the staff,%	96,3	100,0	100,0
Specialists			
- staffing, people	13	14	16
- actual number, people	12	14	16
- filling level of the staff,%	92,3	100,0	100,0
Service staff			
- staff number, people	6	6	7
- actual number, people	5	6	7
- filling level of the staff,%	83,3	100,0	100,0
Engineers and technicians			
- staff number, people	80	100	105
- actual number, people	78	93	97
- filling level of the staff,%	97,5	93,0	92,4
In general for the enterprise			
- staff number, people	126	147	157
- actual number, people	121	140	149
- filling level of the staff,%	96,0	95,2	94,9

Source: calculated by the author

There is an increase in the shortage of workers for engineers and technicians. If in 2017 it was 2.5% or 2 people, then in 2018 it increased to 7% and 7 people, and in 2019 - to 7.6% and 8 people. The reason is that there is a high level of shortage of highly qualified specialists on the market, as a result of which SUB

«Adcom Kiev» cannot fully fill its staff, which negatively affects the work of the enterprise.

In general, there is also a decline in the level of staffing. If at the beginning of the period the shortage was 5 people or 4%, then at the end of the period - already 8 people and 5.1%.

Thus, we can conclude that the need for employees in the organization is not fully satisfied, due to the impossibility of obtaining the required number of employees with a given level of qualifications.

We will assess the compliance of the personnel training level in SUB «Adcom Kiev» with the requirements, which is presented in table 2.7. The level of compliance was determined on the basis of the results of the employee certification carried out during the period of certification.

Table 2.7

The level of compliance of employees with their positions and qualifications in SUB «Adcom Kiev»

Employee category	2017	2018	2019
1	2	3	4
Leaders			
- actual number, people	26	27	29
- compliance with the position held, pers.	26	27	28
- compliance level,%	100,0	100,0	96,6
Specialists			
- actual number, people	12	14	16
- compliance with the position held, pers.	12	13	16
- compliance level,%	100,0	92,9	100,0
Workers			
- actual number, people	5	6	7
- compliance with the position held, pers.	5	6	7
- compliance level,%	100,0	100,0	100,0
Engineers and technicians			
- actual number, people	78	93	97
- compliance with the position held, pers.	75	90	91
- compliance level,%	96,2	96,8	93,8
In general for the enterprise			
- actual number, people	121	140	149
- compliance with the position held, pers.	118	136	142
- compliance level,%	97,5	97,1	95,3

Source: calculated by the author

Analysis of this table allows us to formulate the following conclusions:

the level of conformity for the non-engineer and technician categories is close to full or complete. The reason is that the number of employees in these categories is limited;

for engineers and technicians, on the contrary, there is a decrease in the level of compliance - from 96.2% in 2017 to 93.8%. The main reason for this is the fact that there is a shortage of workers with the necessary qualifications on the market, as a result of which the company is forced to hire for these positions that require high qualifications of persons who do not have it.

In addition, it is necessary to point out the fact that engineers and technicians are highly demanded in the market. That leads to the fact that such employees quite often leave the enterprise, this creates an additional burden on the HR inspector of SUB «Adcom Kiev» and reduces the efficiency of the company.

Consider the dynamics of personnel turnover indicators presented in table 2.8.

Table 2. 8

Indicators of the dynamics of personnel turnover in SUB «Adcom Kiev»

Indicators	2017	2018	2019	Growth rate, %	
				2018/ 2017	2019/ 2017
Accepted, pers.	28	36	41	128,6	113,9
Number of dismissed, people, incl.	23	17	32	73,9	188,2
- for violation of labor discipline, people	2	3	5	150,0	166,7
- in connection with retirement, people	1	2	4	200,0	200,0
- others, people	20	12	23	60,0	191,7
Average annual number of employees, people	121	140	149	115,7	106,4
Staff turnover rate,%	1,7	2,1	3,4	129,6	156,6
Reception turnover ratio,%	23,1	25,7	27,5	111,1	107,0
Personnel constancy ratio,%	76,9	74,3	72,5	96,7	97,6

Source: calculated by the author

The analysis of this table allows us to conclude that there is an increase in both the hiring and dismissal of workers. By admission, the number increased from 28 to 41 people. in the period, or almost 1.5 times, and for the dismissed - from 23

to 32 people, or more than 1/3. In connection with the increase in the number of those hired, the number of persons dismissed for violation of labor discipline also increased. If at the beginning of the period there were 2 of them, then by the end there were already 5 people, as a result of which the staff turnover rate increased from 1.7% to 3.4%.

The consequence of the increase in the number of hired and dismissed was an increase in the turnover ratio both in hiring and a decrease in the staff constancy ratio. The former increased in the period from 23.1% to 27.5%, and the latter decreased from 76.9% to 72.5%. Thus, it is possible to conclude that, in general, the personnel of the enterprise are renewed once every 4-5 years, which is significantly more than the recommended (10-12 years). This fact testifies in favor of the fact that the SUB «Adcom Kiev» personnel management system requires modification.

We will assess the personnel potential of the company's employees. In order to obtain an assessment, we will set the weights for each direction of assessment, and also display the final score (table 2.9). For this, we use the given index as the ratio of the total assessment in the current year to the reporting one. The current assessment is the number of positive answers according to the criterion, multiplied by the weight, to the total number of employees, for which the survey was conducted.

Table 2.9

Evaluation of the personnel potential of SUB «Adcom Kiev» employees

Index	specific weight	2017	2018	2019	Growth rate, %	
					2018/ 2017	2019/ 2018
Task orientation	0,20	82	89	105	101,5	109,4
Satisfaction with the role	0,05	132	152	155	106,3	95,6
Ability to design	0,10	85	74	70	80,0	88,3
Excessive activity	0,20	97	97	101	92,7	96,9
Innovative focus	0,10	54	47	51	79,4	100,9
Learning ability	0,15	136	155	159	105,9	95,5
Satisfaction with role playing	0,10	113	124	144	102,3	107,7

repertoire in group work						
Satisfaction with status and its capabilities	0,10	132	155	163	109,0	97,8
Total	1,00	-	-	-	99,1	99,5

Source: calculated by the author

As can be seen from this table, the considered categories of workers have increased potential in such areas as task orientation, satisfaction with the role repertoire throughout the entire period. Potential decreased in the areas of design skills and over-normative activity. The multidirectional movement of potential was recorded in terms of satisfaction with the managerial role, innovation orientation, ability to learn, as well as status and its capabilities.

In general, during 2017-2019 years the overall potential of management personnel decreased slightly - by 0.9% in 2018 and by 0.5% - in 2019, including due to an increase in the number of employees in the management apparatus. In fact, there is some erosion of the potential level, due to the fact that the newly arrived workers are not able to quickly take over the work requirements, which affects the overall potential of SUB «Adcom Kiev».

An important part of the labor potential is the actually identified level of employee compliance with the position, information about what is obtained in the certification process. The dynamics of these indicators for SUB «Adcom Kiev» is presented in table 2.10.

Table 2.10

Statistics certifications in SUB «Adcom Kiev» in 2017-2019 years.

Indicators	2017	2018	2019	Growth rate,%	
				2018/2017	2019/ 2018
Number of certifications	7	4	7	57,1	175,0
Number of certified persons	14	24	13	171,4	54,2
The share of those who passed the certification procedure from the total number of employees of the branch,%	92,9	91,7	100,0	98,7	109,1
Estimates received, units, incl.					
- on compliance with the position held	12	22	13	183,3	59,1
- about the inadequacy of the position held	1	2	0	200,0	-
- about partial compliance	1	0	0	0,0	-

Coverage rate of personnel certification,%	11,6	17,1	8,7	147,4	50,9
Non-compliance rate,%	1,7	1,4	0,0	82,4	-

Source: calculated by the author

Analysis of this table shows that for the period from 2017 to 2019 a total of 51 people were certified, which means that only a small part of the workers was covered by attestations. Thus, the level of coverage reached a maximum in 2018, amounting to 17.1%, and in 2019 decreased below the level of the beginning of the period, which indicates that the company's management does not use certification as a tool for assessing the company's potential. At the same time, the number of conditionally negative attestations in the period decreased from 2 to zero, as a result of which the level of non-compliance with requirements also decreased from 1.7% to 1.4% in 2018 and then to zero.

In general, the share of persons who passed certification in the period was stable over 90%, which indicates a fairly high level of preparation of employees for work in SUB «Adcom Kiev».

Based on the conducted research of personnel management in SUB «Adcom Kiev» it is possible to formulate the following conclusions:

- the enterprise has a significant shortage of personnel, which is not covered for a long time, reducing the overall efficiency of using labor potential;
- there is a slight decrease in the level of potential among employees who are not engineers and technicians, which indicates that the company does not use the labor potential of its employees effectively enough.

The situation on the labor market contributes to a decrease in the level of use of the potential of workers, which consists in the presence of a shortage of workers with a high level of qualifications, which leads to a noticeable increase in the turnover of such workers at the enterprise and a decrease in their interest in working there for a long period of time [60].

Due to the fact that the system of work with personnel is implemented through the employees of the management apparatus, it is necessary to analyze the

effectiveness of its activities, as this will reveal how it affects the performance of SUB «Adcom Kiev».

Based on the available information about the organization's management apparatus, we will give an assessment of its effectiveness, presented in Table 2.11.

Based on the data presented in the table, it is possible to draw the following conclusions:

the share of employees in the management apparatus after a decrease in 2018 from 0.215 to 0.193 units, although in 2019 it increased to 0.195 units, however, this growth can be considered insignificant and does not have a noticeable effect on the efficiency index of the management apparatus. Some similar dynamics can be traced in the share of the salary of employees of the administrative apparatus, which throughout the period ranged from 0.250 to 0.255 units.

Table 2.11

Assessment of the effectiveness of the management apparatus

Indicators	2017	2018	2019	Growth rate,%	
				2018/ 2017	2019/ 2018
1. Index of efficiency of the control apparatus (AU) ($K_e = a + b + c + d$) / 4	0,146	0,139	0,138	95,0	99,3
A) the proportion of AU workers in the total number of employees	0,215	0,193	0,195	89,8	101,0
B) the share of wages of AU workers in the general wage fund	0,250	0,255	0,250	102,0	98,0
C) the share of the wages of employees of the AU in the total costs	0,095	0,084	0,082	88,4	97,6
D) the share of costs for maintaining AU in total costs	0,023	0,022	0,023	95,7	104,5
2. Performance index of AU ($K_p = (d + e + g) / 3$)	226,4	253,2	252,9	111,9	99,9
E) Gross production (VP) per 1 employee of the AU, mln.	616,8	693,9	695,8	112,5	100,3
E) VP for 1 UAH. wages of employees of AU, UAH	12,1	13,9	13,7	114,9	98,6
G) VP for 1 UAH. expenses for the maintenance of AU, UAH	50,2	51,9	49,3	103,4	95,0
3. Profit received from the sale of products per 1 employee of the AU, mln.	97,8	159,3	47,0	162,9	29,5
4. Index of management efficiency $E_f = K_r + (1 - K_e)$	1,000	1,168	1,006	116,8	86,1

Source: calculated by the author

the relative weight of the salary of employees of the administrative apparatus decreased, ranging from 0.095 units. at the beginning of the period up to 0.082 units. - in the end, and the share of expenses for the maintenance of employees of the administrative apparatus, on the contrary, increased in the period from 226.4 to 252.9 thousand hryvnias, which is obviously caused by the rise in prices;

the index of efficiency of the management apparatus SUB «Adcom Kiev» had a tendency to decrease. So, if at the beginning of the period it was 0.146 units, then in 2019 it was already 0.138 units, which indicates that, despite the increase in the number of the management apparatus, its efficiency has slightly increased;

the volume of gross output per employee of the enterprise management apparatus increased in the period, the largest growth by 12.5% was recorded in 2018, and in 2019 the growth was only 0.3%. Nevertheless, in the period the indicator increased from 616.8 to 695.8 thousand UAH. Gross production per UAH 1 salaries of employees of the administrative apparatus also increased from 12.1 to 13.7 hryvnias, and the indicator of gross output by 1 hryvnia. the cost of maintaining the management staff decreased from 50.2 to 49.3 hryvnia, which indicates a slight excess of the growth rate of maintenance costs over the main activity;

the indicator of profit from sales per one employee of the management apparatus experienced significant fluctuations in the period. If in 2018 it was 159.3 thousand UAH, then in 2019 it was only 47 thousand UAH, having decreased by more than 3 times;

the enterprise management efficiency index reached its maximum value of 1.168 in 2018, having increased over the year by 16.8%, and in 2019, on the contrary, decreased to 1.006, which was 86.1% of the previous year. Thus, in general, over the period, the overall performance of the management personnel remained almost unchanged (an increase of 0.6%), which indicates the need to make management decisions aimed at improving the efficiency of the organization's management.

In order to characterize the personnel management system in terms of employees of the enterprise management apparatus, let us consider the general level of managerial work in SUB «Adcom Kiev» (table 2.12).

Table 2.12

The general level of organization of managerial work in SUB «Adcom Kiev»

Indicators	2017	2018	2019	Growth rate,% 2019/2018
Job organization coefficient	1,07	1,09	1,13	105,6
Working time utilization rate	0,84	0,89	0,88	104,8
Planning and quality factor	0,52	0,54	0,54	103,8
Labor regulation coefficient in management	1,00	1,00	1,00	100,0
Coefficient of sanitary and hygienic conditions	0,81	0,87	0,93	114,8
Employee utilization rate of management workers	1,43	1,55	1,67	116,8
Organization level	0,95	0,99	1,03	108,4

Source: calculated by the author

As can be seen from this table, the enterprise has a stable growth in the level of organization of managerial work. If at the beginning of the period it was estimated as 1.07 units, which is a very high indicator, then by the end of the period this indicator increased even more, amounting to 1.13 units, which indicates that the enterprise is very attentive to the organization of its labor. managers. At the same time, the utilization rate of working time is slightly lower than the required one, although it increased in the period from 0.84 to 0.88 units.

At the same time, the level of the planning coefficient and the quality of management work is significantly less than the required one, and is 0.52-0.54 units, while in general the level of labor regulation in management is of a satisfactory value. The coefficient of sanitary and hygienic conditions, although below the required value (1.00 units), however, has a positive trend, increasing in the period from 0.81 to 0.93 units.

The standard level of workload of management workers is significantly higher. If at the beginning of the period this indicator was 1.43 units, then at the end of the period it increased by 16.8%, reaching 1.67 units, which indicates that the employees of the management apparatus are overloaded with functions, and an increase in their number is necessary.

The level of labor organization of the considered group of workers as a whole for the period increased from 0.95 to 1.03 units, which indicates the positive dynamics of the influence of this group of persons on the activities of SUB «Adcom Kiev».

The implementation of the activities of the management apparatus of the enterprise in relation to other categories of workers is carried out in the form of personnel work. It manifests itself in the training of personnel, their selection, assignment and performance of duties, as well as the workload of employees of the administrative apparatus of functions for direct management.

We will assess the personnel work at the enterprise in the period under review, for which we will calculate the corresponding indicators presented in Table 2.13. Due to the fact that not all information in this area is recorded at the enterprise, the calculation of these indicators was carried out as of the end of the period, and the coefficient of the psychological environment is calculated on the basis of a sample survey of employees.

Table 2.13

Evaluation of personnel work in the SUB «Adcom Kiev» in 2019

Coefficient	The formula for calculating coefficients	Stand theard	Actual	Coefficient value
1. Training	$K = (K_{kv} + K_s): 2$	X	X	0,84
- qualifications of employees	$K_{kv} = \check{C}_{kv}: Cho$	X	0,90	-
- the ratio of education specialists	$K_s = Sf: S_n$	0.50	0,77	-
2. Recruitment (K_{pk})	$K_{pd} = (K_{pk} + K_{sk} + K)$	X	X	5,49
- psychological environment	$K_{pk} = Pfk: Pnk$	5	3,7	-
- frame stability	$K_{sk} = 1 - (Chu: Cho)$	X	0.80	-
- labor discipline	$K = 1 - (Dp: Do)$	X	0,99	-
3. Personnel placement	$K_r = (K_{pk} + K_z): 2$	X	X	10,35
- performance of duties	$K_{io} = 1 - (Chn: Cho)$	X	0.99	-
4. Downloads of management workers	$K_z = (K_1 + K_2 + K_3 + K_4): 4$	X	X	7,05
- manageability for the head of the organization	$K_1 = Uf: Un$	8	X	6
- manageability for the chief accountant	$K_2 = Uf: Un$	8	X	4
- manageability for the initial divisions	$K_3 = Uf: Un$	5	X	8,3
- controllability for Ch. specialists	$K_4 = Uf: Un$	3	X	5,9

Source: calculated by the author

As can be seen from this table, there is a certain surplus of specialists at the enterprise with a level of education higher than the required one, which is expressed in the fact that the ratio of specialists in education is higher than the recommended value of 0.5 and is 0.77. The reason for this is that some of the service personnel have higher education, which is not mandatory.

The recruitment ratio is 5.49, and the value of the recruitment ratio is 7.05 people. At the same time, it can be seen that the manageability for the director of the organization and the chief accountant is below the recommended, and for the heads of departments and chief specialists - above the standard. This indicates an overload of management functions for the middle and lower management levels.

On the other hand, there is a low coefficient of staff stability, as well as small deviations in the coefficient of labor discipline. Thus, it is possible to conclude that, despite the high level of organization of employees of the management apparatus, the existing structure can be recognized as limitedly effective, since it cannot guarantee the attraction of a sufficient number and level of employees to the enterprise. To identify the main problems in this area, we will assess the personnel work at the enterprise according to the following criteria:

- analysis, planning and forecasting of personnel;
- selection, placement, assessment and continuous learning;
- rational use of personnel;

To evaluate the use computed coefficients in the tables that we reduce in table 2.14.

Table 2.14

Evaluation of HR work by elements in SUB «Adcom Kiev»

Indicators	2017	2018	2019	Growth rate,%	
				2018/ 2017	2019/ 2018
1	2	3	4	5	6
I. Analysis, planning and forecasting of personnel (A + B + C): 3	96,9	97,2	97,3	100,3	100,0
A) analysis based on security managers and specialists,%	100,0	97,6	97,8	97,6	100,2

B) placement based on weight local skilled workers work, %	95,8	99,1	99,0	103,4	99,9
C) forecast based on conditional coefficient 0.95	95,0	95,0	95,0	100,0	100,0
2. Selection, placement, evaluation and continuous training (A + B + C): 3	93,5	93,4	92,8	99,9	99,4
A) selection based on coefficient labor supply, %	97,5	97,1	95,3	99,6	98,1
B) placement based on the performance ratio, %	99,0	99,0	99,0	100,0	100,0
C) assessment and training based on training rate	84,0	84,0	84,0	100,0	100,0
3. Rational use of personnel as the ratio of the workload of management workers to the standard	84,7	87,6	88,1	103,4	100,6
Final indicator (1 x 2 x 3), %	76,8	79,5	79,5	103,6	100,0

Source: calculated by the author

The analysis of the table shows that the level of the indicator of planning and forecasting of personnel at the enterprise is lower than the standard, although it tends to increase. If at the beginning of the period this indicator was 96.9%, then at the end it was already 97.3%.

The level of the indicator for the selection, placement, assessment and continuous training of personnel at the enterprise is significantly lower, and has a clear downward trend. If at the beginning of the period it was 93.5%, then at the end it was already 92.8%, which indicates that there is a decrease in the effectiveness of personnel policy in this area.

The indicator of rational use of personnel in the period increased from 84.7% to 88.1%, which indicates that, in general, there is an increase in the efficiency of the use of labor resources. As a result of this, the level of the final indicator of the assessment of personnel work in SUB «Adcom Kiev» increased from 76.8% to 79.5% at the end of the period, which indicates the presence of a stock and the need to increase efficiency in these areas.

Consider the general characteristics of the management system at the enterprise (table 2.15).

In general, according to the analysis of this table, it is possible to conclude that the management system at the enterprise is effective, allows you to make a

profit, however, at the same time, the enterprise has some excess of managers, mainly top managers, which significantly increases the cost of its maintenance and reduces efficiency management as a whole for the enterprise.

The selection of personnel and the organization of managerial work are organized effectively, while, however, there is a problem of personnel training, since a significant number of employees of the enterprise do not have the required level of education, but have economic and humanitarian education, as a result of which SUB «Adcom Kiev» is forced to carry out their additional training already in the workplace, which reduces both the efficiency of production and management activities.

Table 2.15

General characteristics of the management system at the enterprise

System elements	Level
Enterprise mission	Work to improve the quality of life, the status of a reliable partner - the mission of the company
Production structure	One-stage, specialized
Organizational structure :	Linear
- the number of links in the main production	4
- the number of links in auxiliary production	2
- the number of links in the service production	2
Management structure type	Hierarchical
System of priority goals of the enterprise	
1.	Increase in profit
2.	Improving the quality of services
3.	Increasing market share
Prevailing management methods	Orders, recommendations
The main style of work of the head of the enterprise:	
in relation to SUBordinates	Authoritarian
on work organization	Authoritarian
Recruitment rate	5.49
Placement ratio	10.35
Coefficient of organization of managerial work	1.03
Training rate	0.58

Source: compiled by the author

The general level of economic efficiency of the management system is consistently high, however, the overall level of gross profit per employee is relatively low. Attention is drawn to the low level of net profit, and, accordingly, the low level of return on capital of the enterprise.

The cost of maintaining the management apparatus is about 2-2.5 of the cost of the gross output of the enterprise.

Management issues are strictly regulated at the enterprise, which speaks of a responsible approach to management. This is expressed in the availability of regulatory documents for employees of the management apparatus, job descriptions for leading specialists. On the other hand, recruitment, selection and training of employees poorly - effective as due to current market conditions, and due to the lack of attention to this area on the part of management SUB «Adcom Kiev».

One of the most important areas of work with personnel is the organization of its stimulation. It is the motivational procedures that underlie the management of labor efficiency of employees. Let's consider it in relation to this event. The motivation system in SUB «Adcom Kiev» is formed by their economic and social factors. The economic one includes wages and benefits and other material incentives, the social one - training and career advancement.

The dynamics of the volume of wages, as well as motivating payments, is shown in Figure 2.12.

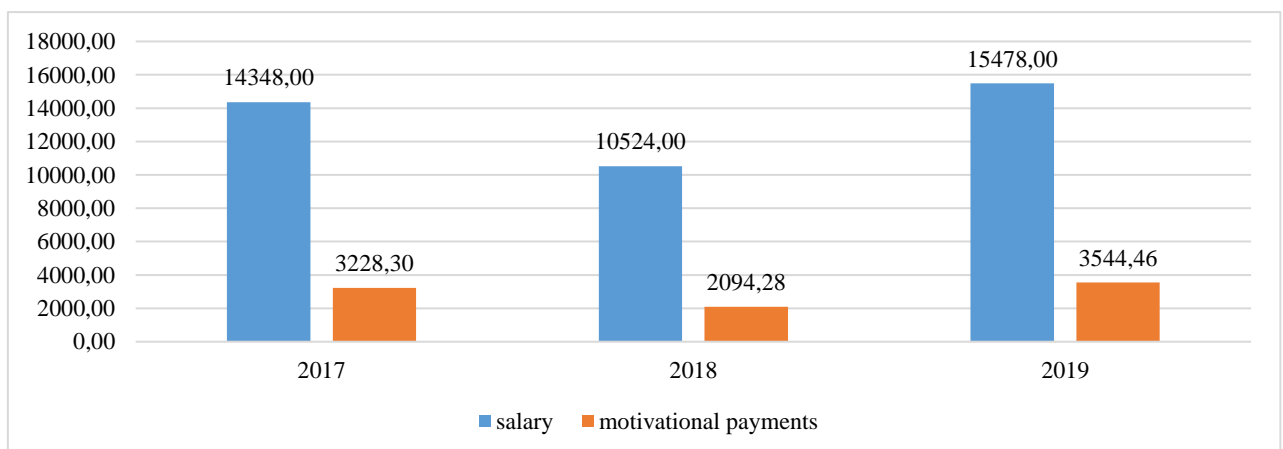


Fig. 2.12. Dynamics of salary and motivating payments for SUB «Adcom Kiev» in 2017-2019, thousand UAH

Source: compiled by the author

Analysis of this table shows that the volume of wages at the enterprise in 2019 increased compared to 2017. Nevertheless, the rate of growth of wages at the enterprise is higher than the rate of inflation, which indicates that SUB «Adcom Kiev» has the opportunity to develop its activities quite effectively.

The volume of incentive payments after a decrease in 2018 by 35%, in 2019 increased by 69%, which indicates that these payments are to a certain extent necessary for the functioning of employees. Consider the level of motivating payments for the enterprise in relation to wages (Figure 2.13).

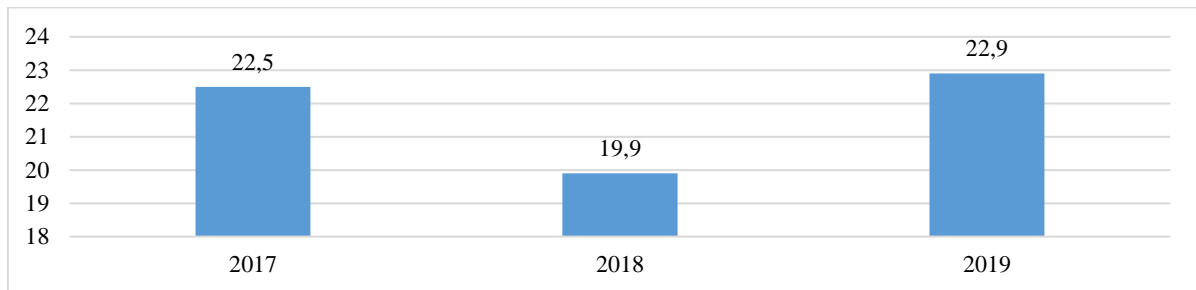


Fig. 2.13. The level of motivating payments to employees of SUB «Adcom Kiev» in relation to wages, %

Source: compiled by the author

The analysis of this figure shows that motivating payments to employees of the enterprise range from 19.9% to 22.9% of the total amount of accrued wages. Thus, the employees of the enterprise form about 1/5 of their own income through payments of a motivating nature.

It should be noted that this share of payments is quite small, due to the fact that it does not significantly influence the employee's income by increasing his efficiency.

We also note the fact that the existing motivation system in SUB «Adcom Kiev» is mainly used to motivate executives and managers of export-import operations. Let's consider the size of the costs of non-material motivation of employees (Figure 2.14).

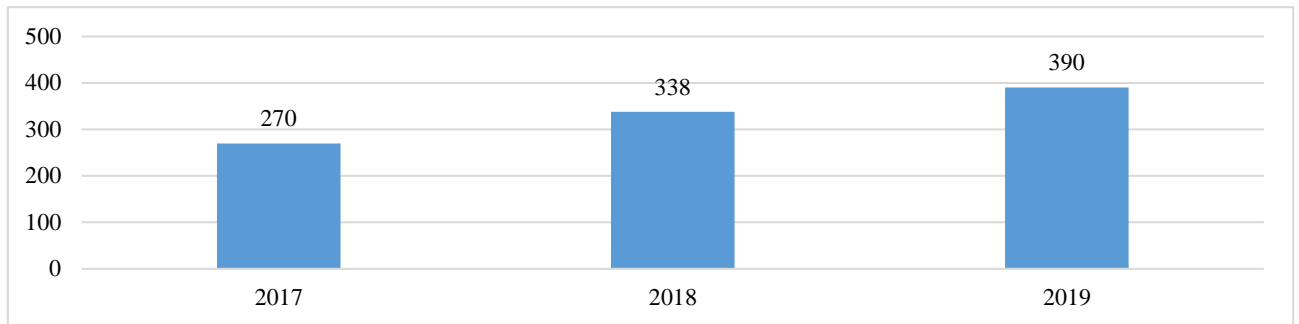


Fig. 2.14. Dynamics of costs for activities on non-material motivation of SUB «Adcom Kiev» employees in 2017 - 2019, thousand UAH

Source: compiled by the author

The analysis of this figure shows that the amount of expenses for non-material motivation of SUB «Adcom Kiev» employees in the period under review increased by more than 44%. However, in general, the costs of intangible motivation are very low. At the same time, it is also possible to attribute to the positive factors that the growth rate of costs for intangible motivation is higher than the growth rate of costs for material motivation, which indicates an increase in the importance of intangible motivation for the enterprise in question.

Consider the procedures for the selection and selection of personnel, implemented in SUB «Adcom Kiev» (table 2.16).

Table 2.16

Selection and recruitment procedures for SUB «Adcom Kiev»

Indicators	2017	2018	2019	Growth rate, %	
				2018/ 2017	2019/ 2018
Applications received from applicants, units	41	52	67	126,8	128,8
Accepted, pers.	28	36	41	128,6	113,9
Number of applicants for a job, people	1,46	1,44	1,63	98,6	113,1
The number of persons corresponding in qualifications among the applicants, people	24	30	33	125,0	110,0
Compliance level,%	85,7	83,3	80,5	97,2	96,6

Source: calculated by the author

The analysis of this table shows that in general, from 1.4 to 1.6 people apply for one vacancy at the enterprise, while there is an increase in this indicator from 1.46 at the beginning of the period to 1.63 at the end.

The number of applicants matching the qualifications has also increased. If at the beginning of the period their number was 24 people, then at the end of the period it increased to 33 people. At the same time, the level of compliance had a marked downward trend. If in 2017 it was 85.7%, then in 2018 it decreased to 83.3%, and in 2019 - to 80.5%. Thus, about 20% of people who find work in SUB «Adcom Kiev» do not have the required qualifications, which requires additional training.

The indicators of employee promotion in SUB «Adcom Kiev» are presented in table 2.17.

Table 2.17

Indicators of employee promotion SUB «Adcom Kiev»

Indicators	2017	2018	2019	Growth rate, %	
				2018/ 2017	2019/2018
Promoted, people	6	7	8	116,7	114,3
- leaders	2	1	1	50,0	100,0
- specialists	1	1	1	100,0	100,0
- workers	0	0	1	-	-
- service staff	3	5	5	166,7	100,0
Increase factor, percent	5,0	5,0	5,4	100,8	107,4
- leaders	7,7	3,7	3,4	48,1	93,1
- specialists	8,3	7,1	6,3	85,7	87,5
- workers	0,0	0,0	14,3	-	-
- service staff	3,8	5,4	5,2	139,8	95,9

Source: calculated by the author

Analysis of the table allows us to conclude that there is, in general, a fairly uniform dynamics of employee promotion, which is about 5% per year. This level of advancement can be considered low, since in order to get a promotion, an employee will need to work 18-20 years, which is extremely long. At the same time, the level of the increase coefficient varies from zero to 14.3%, averaging 4-

6%, which is also very small. These facts indicate that the persona promotion system practically does not work.

Based on the research carried out, it is possible to formulate the following conclusions on the personnel management system in SUB «Adcom Kiev»:

- the management apparatus, as the implementing body of personnel management policy, although it increases the efficiency of its own activities, however, this increase is rather weak, and does not have a decisive influence on the activities of the company. The level of personnel work at the enterprise is quite high, however, there are problems in the selection, placement, assessment and training of personnel, as well as their rational use, which reduces the effectiveness of management activities. At the same time, planning, analysis and forecasting of work with personnel are quite effective;

- the management system at the enterprise is imperfect in terms of efficiency, since the top employees of the management apparatus are underutilized, and the lower ones are overloaded with functions. The system of motivation of the enterprise is focused on motivation, first of all, of the management, which, in turn, leads to inflating the staff of employees and reducing the efficiency of their work;

- although there are 1.4-1.6 employees per job, nevertheless, about 20% of all hired personnel do not have the required skills. At the same time, the personnel promotion system functions very poorly.

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Conclusion to part 2

Based on the study of the economic activity of SUB «Adcom Kiev», the following results were obtained:

- on the basis of the conducted research it was established that the studied enterprise SUB «Adcom Kiev» is a subsidiary company. The main activities of SUB «Adcom Kiev» are: research and experimental development on

other natural and technical sciences, business and other management consultancy activities, construction of other structures and non-specialized wholesale trade. At the studied enterprise SUB «Adcom Kiev», a linear type of organizational structure is used, which, despite its bureaucratic nature and rigidity, is used to create a clear system for the distribution of rights, duties and labor functions between employees;

- on the basis of the last update, a tendency was revealed to the fast communication of the enterprises' arrival. There is also a change without a doubt - a negative tendency for the enterprise. Arrival, which will reject the enterprise as the result of its activity. On the basis of the meaning of the dynamics of this indicator, it is possible to robots about the activity of the enterprise as a whole and about its efficiency. Decrease in indicators for the arrival of the enterprise has been for a decrease in indicators in profitability. In the course of the analysis was established that the main reasons for the decrease in the arrival of the enterprise are the speedy communication of implementation by 30%, and the speedy communication of the operating income.

Based on the conducted research of personnel management in SUB «Adcom Kiev» it is possible to formulate the following conclusions:

- the enterprise has a significant shortage of personnel, which is not covered for a long time, reducing the overall efficiency of using labor potential;
- there is a slight decrease in the level of potential among employees who are not engineers and technicians, which indicates that the company does not use the labor potential of its employees effectively enough;
- the situation on the labor market contributes to a decrease in the level of use of the potential of workers, which consists in the presence of a shortage of workers with a high level of qualifications, which leads to a noticeable increase in the turnover of such workers at the enterprise and a decrease in their interest in working there for a long period of time;
- the management apparatus, as an implementing body of personnel management policy, although it increases the efficiency of its own activities, however, this increase is rather weak, and does not have a decisive influence on the

activities of the company. The level of personnel work at the enterprise is quite high, however, there are problems in the selection, placement, assessment and training of personnel, as well as their rational use, which reduces the effectiveness of management activities. At the same time, planning, analysis and forecasting of work with personnel are quite effective;

- the management system at the enterprise is imperfect in terms of efficiency, since the top employees of the management apparatus are underutilized, and the lower ones are overloaded with functions. The system of motivation of the enterprise is focused on motivation, first of all, of the management, which, in turn, leads to inflating the staff of employees and reducing the efficiency of their work;

- although there are 1.4-1.6 employees per job, nevertheless, about 20% of all hired personnel do not have the required skills. At the same time, the personnel promotion system is not developed enough.

PART 3

**WAYS TO IMPROVE THE PERSONNEL MANAGEMENT SYSTEM AT
SE «ADCOM-Kyiv»**

3.1 Recommendations and suggestions for personnel management improving

A successful personnel management development program creates a workforce that is more capable and more motivated to perform the tasks facing the organization. Naturally, this should lead to increased productivity, and therefore to an increase the value of the organization's human resources. The enterprise should plan activities related to improving the use of labor (determining and maintaining the optimal number of personnel; raising the level of qualifications; ensuring faster growth of labor productivity in comparison with the average wage; using progressive systems and forms of remuneration; improving the regulatory framework; improvement of working conditions; mechanization and automation of all production processes; ensuring the motivation of highly productive work, etc.).

In addition, practice shows that at an enterprise where work on training and advanced training of personnel is well established, there is a significant increase in the cultural and technical level of workers, and training and advanced training of personnel have a positive effect on increasing labor productivity.

Today it is possible to point out the following areas of enterprise development, which will have a significant impact on the personnel management system of SUB «Adcom Kiev»:

1) Increase in production volumes. Today, there is an increase in the need for the provision of engineering services, both in the domestic and foreign markets. The reason for this is that the existing production capacity, as a rule, is either already in use or there is a lack of it.

2) Increase the share of individual orders for work. The development of the engineering services market shows that the greatest increase in demand falls on individual rather than standard facilities. The reason for this is that in the face of increased competition, customers strive to use most efficiently all the resources they have - labor, financial, land and others. This requires an individual approach to the design and implementation of projects. As a result, standard approaches become inapplicable, and, therefore, additional activities are required to adapt existing projects and develop new ones. At the same time, in the current situation in the Ukrainian economy, when there is no economic growth, an approach focused on saving resources, reducing the cost of designing, as well as reducing the time in all areas becomes important.

3) Increase in the level of competition - both among product manufacturers and among employers in this area.

4) Optimize the work schedule, monitor vacations and days off on the part of the director, HR manager and middle managers, with clear regulations reflected in the local act.

5) Organize corporate events or joint events with your "team". It is possible to conduct general trainings, meetings, organize general trips, both to nature and to entertainment facilities.

6) Interview leaving employees in order to eliminate problem areas for further work to eliminate them.

7) Competent introduction of a newcomer to the team to ensure the integration of the employee into the organization and consolidate his intention to work for a long time and conscientiously, based on the Regulation on adaptation and mentoring.

8) Ensuring the stability of wages, as well as the transparency of the system of its calculation and deductions made.

9) Instilling a sense of responsibility of heads of structural units for staff turnover in their area of responsibility, as well as the need to retain staff.

10) In parallel with this work, it is recommended to prepare and approve documents regulating the interaction of structural units and their main functions for managing labor rationing. In addition, it is required to prepare forms of internal statistical reporting on labor rationing, to analyze the state of labor rationing.

Market research shows that today there is a dangerous tendency for a shortage of engineers.

It should be noted that this trend is a continuation of the trend of a shortage of highly qualified workers that already exists today. There is already a shortage of production engineers. The consequence of this may be significant difficulties with the formation of the necessary staff of engineering companies, which include SUB «Adcom Kiev». At the same time, the imposition of a shortage of highly qualified workers on a shortage of engineers will actually lead to the impossibility of carrying out any serious work related to the design and implementation of projects, which will negatively affect the country's economy as a whole.

In this regard, it is possible to predict the following trends in the labor market and in the field of personnel attraction:

An increase in demand for production engineers and, in general, for skilled labor. A feature of this circumstance is that it takes a long period of time to train production engineers (at least 3 years with secondary specialized education and 5 years in the general case). As a result, it can be assumed that, if necessary, SUB «Adcom Kiev» will not be able to promptly respond to the opportunities that have arisen to expand its activities on the market, since the training of a specialist takes a lot of time, and the only opportunity will be to hire an employee with the necessary knowledge, or to attract from another companies.

In these conditions, the development of SUB «Adcom Kiev» as a company whose main activity is the development of technically complex projects is under risk. Since there is no guarantee of the success of attracting the required employee within a reasonable time frame.

In addition, one should also point out the fact that the attraction of a specialist to work is not infinite in terms of the working time of this specialist.

Accordingly, the requirements for the enterprise personnel management system are increasing.

Increase of requirements for internal systems of training and professional growth. This direction is due to the fact that with the development of society, the need for complex and expensive projects increases. As a result, for their implementation, it will be necessary to increase the general professional level of the majority of employees of the enterprise.

The consequence of this will be the need to form effective systems of training and retraining. As shown in Chapter 2, already now about 20% of all those recruited do not have the required qualifications, it is possible to expect an increase in this indicator in the future.

In parallel, it is necessary to resolve the issue of securing employees. The reason for this is that raising the level of qualifications of workers in conditions of shortage will lead to an increase in their level of demand and competitiveness, as a result of which the enterprise may find itself in a situation where a trained employee will leave the enterprise, moving to another company. Accordingly, SUB «Adcom Kiev» will have to recognize the investment in this employee as ineffective.

An increase in the requirements of employees to employers. This trend is a consequence of the growing shortage of skilled labor in the market. Its manifestation will be both an increase in the requirements for the wages of employees and social guarantees. However, the satisfaction of such requirements is possible only if the efficiency of the enterprise as a whole increase, by increasing both the volume of engineering services provided, and by reducing costs, improving the quality of activities in general, which is possible only if the company develops.

Undoubtedly, a significant amount of activities in this area should be aimed at effectively realizing the opportunities that the enterprise has, by maximizing the use of personnel qualifications. In addition, the fact should be noted, that with an increase in the volume of wages among workers, the level of assessment of the

enterprise in the eyes of workers will also increase not only as a place of work, but also as a place in which they spend significant time and to which they devote their efforts, which will require an adequate social response from the enterprise. Considering the fact that social activity is not the main one, as well as the fact that it should satisfy most of the needs of the team, it is necessary to think about it now. These include such events as the organization of corporate meetings and joint recreation, the organization of children's recreation in the summer and others.

In general, considering the prospects for the development of SUB «Adcom Kiev» and the dynamics of the requirements for personnel and personnel to the enterprise, it is possible to conclude that the base of the existing personnel management system at the enterprise should be modified. Modification of the management system must be carried out in order to comply in the short term with both the needs of the enterprise and the changes that will be observed in the market. The changes should be based on the principle of increasing the level of activity, both of the enterprise itself in providing them with services, and the qualifications of employees, in order to meet market requirements.

3.2. General description and selection of information support for personnel management in SUB «Adcom Kiev»

Based on the analysis carried out in Chapter 2, it is possible to formulate the following requirements for improving the personnel management system in SUB «Adcom Kiev»:

- improving the skills of management personnel in the following areas:
- design;
- activity;
- learning ability, in particular management skills;

- development of the personnel management service at the enterprise in terms of personnel selection;
- increasing the effectiveness of the placement of personnel and participation in this process of the personnel management service;
- increasing the level of the psychological environment as a factor in securing employees;
- formation of a system of professional training of personnel.

To implement these requirements, the following system of measures is proposed:

1) implementation of assessment technologies

The Assessment Center is one of the methods of comprehensive personnel assessment, based on the use of complementary methods, focused on assessing the real qualities of employees, their psychological and professional characteristics, compliance with the requirements of job positions, as well as identifying the potential opportunities of specialists.

The composition of the assessment center procedures:

- an interview with an expert, during which data on the employee's knowledge and experience is collected.
- psychological, professional and general tests.
- a short presentation by the participant to the experts and other participants.
- business game. Under the supervision of an observer, a group of employees or candidates plays out a business situation according to a prepared scenario.
- biographical survey.
- description of professional achievements.
- individual analysis of specific situations (business examples). The participant is invited to choose a specific strategy and tactics of action in the proposed situation.

- expert observation, based on the results of which recommendations are made for each employee.

Assessment center technology is a process in which observers observe one or more candidates (in the enterprise or outside the enterprise) based on behavioral manifestations, describe them, discuss and evaluate them, in order to then determine, taking into account the list of job responsibilities, a candidate's suitability for a specific assignment or job function.

A distinctive feature of the assessment center technology is that candidates are observed and evaluated not in one standard situation (for example, a classic interview with an applicant), but in several situations (behavioral simulations, trial work) over an extended period. A component of success for a benign prediction of an assessment center is, in this sense, the compliance of the competence assessed according to the results of various tests (abilities, skills, attitudes, etc.) to the requirements that correspond to reality and existing in practice, for which a prediction should be issued based on the assessment results (predictive reliability). It is important that the assessment center draws a dividing line between existing abilities, skills, etc. (competencies) and not yet developed, but having a prospect for the development of abilities.

The need to use assessment technologies in SUB «Adcom Kiev» is that the formation of a team of managers has so far been spontaneous methods. Despite the fact that labor discipline at the enterprise is at a high level, the coefficient of the psychological environment, according to the employees themselves, is only 74% of the norm. Thus, 1 in 4 employees does not feel comfortable. The use of assessment technologies will allow timely cutting off managers who cannot adapt to its requirements in the conditions of the enterprise, which is especially important when expanding production.

Also, it should be noted that SUB «Adcom Kiev» is a small enterprise, therefore, the implementation of this event is possible only with the involvement of companies specializing in personnel selection.

- 2) conducting ongoing training of employees of the enterprise

This activity should be considered in two directions:

- conducting trainings for employees of the administrative apparatus;
- on-the-job training for all workers.

Often, heads of departments of companies and top managers complain about the lack of new ideas and the loss of the ability to react with lightning speed to constantly changing rules and trends of the business market. Innovations in methods and technologies, changes in legislation, competition - all this requires efficiency in actions, flexibility in leadership and the ability to choose the right management style that is effective in a specific situation. It is in order that the modern manager does not have difficulties in personnel management, and for creativity and constructive leadership a period of prosperity has come and constantly continuing, management trainings are used.

With the help of trainings, it is possible to solve the following tasks:

- learn how to correctly prioritize and delegate authority, guaranteed to expect the desired result;
- competently motivate employees and successfully apply a working system of non-material incentives;
- to increase at times personal efficiency and unleash the potential of charisma;
- quickly navigate in any situation and make strategically correct decisions with minimal time investment;
- learn to concentrate as much as possible on the set goal and relax correctly.

Management training provides managers with invaluable experience. The results that are achieved as a result of passing such classes once again prove the thesis that new solutions and revolutionary ideas are often introduced from outside. It can be difficult for the employees of the company to switch from the usual management models and patterns of behavior in order to increase personal effectiveness and the effectiveness of their work in general. Management training

reveals the possibilities that lie, as a rule, outside the circle of constantly considered alternatives.

The need for training at SUB «Adcom Kiev» is due to the fact that the level of staff stability at the enterprise is only about 80% of the required value. In fact, the enterprise management apparatus does not use about 20% of its capabilities at the moment. At the same time, as practice shows, employees of the management apparatus leave the enterprise because they fail to realize themselves. Accordingly, the task of trainings at the enterprise will be to reveal the potential of the employees of the management apparatus.

The organization of industrial training for all employees is necessary due to the fact that the level of requirements for the production activities of SUB «Adcom Kiev» will increase. At the same time, training must be carried out on an ongoing basis, in view of the fact that this will allow one to be able to constantly adjust to market requirements. In addition, the continuous training process will make it possible to reduce the severity of the problem of the shortage of qualified personnel before they are hired at the enterprise.

Committed to evaluating Sea with the theme of non-material motivation by introducing derivatives with Twain Competitions;

Increasing the activity of management personnel at an enterprise is possible through the introduction of a motivation system, considering this set of employees as a target group. As a rule, the majority of management employees are characterized by non-material motivation based on the satisfaction of the highest levels of needs. As a possible option, the organization of a system of industrial competition based on such evaluative factors as:

- division profit;
- efficiency in terms of management costs relative to profit;
- coefficient of useful use of the fund of working time.

The need for this type of intangible motivation in SUB «Adcom Kiev» is dictated by the fact that in 2017-2019 there is a decline in the two most important indicators - the ability to design and excessive activity, presented in Chapter 2.

Since for employees of the management apparatus material motivation is additional to non-material, therefore, it is necessary to develop methods of motivation, with the help of which it will be possible to more actively stimulate this category of workers;

Committed to evaluating to work WITH the personnel reserve;

In order to meet the long-term need for engineers and technicians SUB «Adcom Kiev», it is proposed to introduce a system of contracts, according to which the company will conclude an employment contract with graduates of universities and technical schools in technical specialties, even during their training.

At the same time, a possible option here is that SUB «Adcom Kiev» can, by agreement with the future specialist, pay for part of his education in an educational institution. After graduation, the specialist will have the opportunity to find a job in his specialty.

This approach will significantly reduce the possible shortage of engineering and technical personnel at the enterprise, as a result of which SUB «Adcom Kiev» will receive a competitive advantage, which is the competence of a specialist, which will allow to implement engineering projects more quickly. In addition, the search term for technical specialists for the relevant positions will be significantly reduced, which will have a positive effect on the timing of the implementation of the design and construction contracts received by SUB «Adcom Kiev».

Also, today there is a very big problem with management personnel at lower levels - foremen, senior specialists and others, who combine the functions of both production personnel and management personnel. In order to be convinced of this, it is enough to consult with the specialists of the Amur Employment Service, who can confirm the production needs for such workers. In this regard, the company needs to create a personnel reserve system. Consequently, the creation of a talent pool is an absolutely necessary procedure to optimize the work with management personnel.

Let's evaluate in an expert way the proposed measures, ranking them according to different criterias using a 10-point scale (Table 3.1).

Based on the results of the study, it is possible to conclude that the most preferable choice is the choice of event No. 2 - conducting the current training of the company's employees. This event assumes that, within the framework of work with personnel, a system of continuous production training will be organized, through which employees will receive all the necessary information about the activities of the enterprise, improve their production and management skills, develop skills for transferring experience to other employees, and others.

Table 3.1

Expert assessment of acceptable options for solving priority problems

Criteria for evaluation	Weight	Weight				Weight			
		1	2	3	4	4	2	3	4
Complexity of the project	0.10	3	7	8	6	0.30	0.70	0.80	0.60
Project cost	0.15	2	6	7	5	0.30	0.90	1.05	0.75
Social value of the project	0.05	10	10	4	2	0.50	0.50	0.20	0.10
Target nature of the event	0.20	10	10	8	6	2.00	2.00	1.60	1.20
Need external resources	0.15	1	5	6	4	0.15	0.75	0.90	0.60
Need internal resources	0.05	1	4	7	6	0.05	0.20	0.35	0.30
Economic	1.00	-	-	-	-	5.10	6.85	6.10	4.45

Source: calculated by the author

At the same time, the main channels of training will be:

- training with the involvement of external trainers;
- training by employees of the enterprise.

Let's apply a project approach to the implementation and implementation of this event in SUB «Adcom Kiev». To do this, first, we will check the project for compliance with SMART criteria, which is presented in table 3.2.

Table 3.2

Verification of the compliance of the lifelong learning implementation project with the established SMART criteria

Criterion	Description
Concreteness	The implementation of the project is aimed at forming a system of continuous personnel training in SUB «Adcom Kiev»
Measurability	The main criterion is increasing the level of competence and awareness of SUB «Adcom Kiev» personnel in matters of enterprise functioning and management
Location	By the place of activity SUB «Adcom Kiev»
Reality	Real, if you have the necessary organizational resources in SUB «Adcom Kiev»
Time frames	2017-2018

Source: compiled by the author

The goal of the project according to SMART criteria: formation of a system of continuous training of personnel in SUB «Adcom Kiev» to increase the level of their competence in the matters which are critical for the enterprise.

We will determine the feasibility of the project, for which we will analyze its risks, which is presented in table 3.3.

Table 3.3

Assessment of the likelihood of project risks by stages

Project stages	Weights	Probability	Risk magnitude
1	2	3	4
Initiation	0.05	0.40	0.02
Development	0.15	0.25	0.04
Implementation	0.50	0.25	0.13
Completion	0.30	0.05	0.02
Total	1.00	-	0.21

Source: compiled by the author

The calculations showed that the assessment of not achieving the SMART goal of the project is 0.21 units or 21%. Thus, the project is characterized by moderate risk.

Let's form a list of works in the initiation phase of this project, which is presented in table 3.4.

Table 3.4

List of works in the project initiation phase of their duration

Job number	Job title	Duration of work, days
1	2	3

1	Making a decision on project development	1
2	Analysis of the external environment SUB «Adcom Kiev»	4
2.1	Data collection on the external environment SUB «Adcom Kiev»	1
2.2	Analysis of the collected data	2
2.3	Drawing conclusions in relation to the project	1
3	Analysis of the internal environment SUB «Adcom Kiev»	3
3.1	Collecting data on the internal environment	1
3.2	Analysis of the collected data on the internal environment	1
3.3	Drawing conclusions in relation to the project	1
4	Analyze of SUB «Adcom Kiev»	2
4.1	Obtaining information for analysis	1
4.2	Identifying possible responses to environmental changes	1

continuation of the table 3.4

1	2	3
5	Project risk analysis	1
6	Development of a system of criteria and requirements	5
6.1	Identifying requirements	1
6.2	Formalization of requirements	2
6.3	Linking requirements to the available capabilities of the region	1
6.4	Determining the achievability of criteria	1
7	Identifying problems	2
8	Problem assessment	1
9	Development of alternative solutions to the problem of interaction between innovators and business	1
10	Getting a SMART goal	1
11	Project approval	1
12	Order to start work	1
Total		23

Source: compiled by the author

The data presented in the table indicate that the initialization stage of the project involves 23 days, during which all preparatory work will be carried out for the formation of a continuous learning system in SUB «Adcom Kiev».

We will develop activities in the planning phase of the project. For this, it will be necessary to determine the composition of the project participants. It is proposed to include the following persons in the project team - employees of SUB «Adcom Kiev»:

RP - project manager (coordinator);

EA - economist-analyst

RK - Head of HR Department;

PC - assistant to the head of the personnel department;

AD - administrator for the formation of educational programs. Distribution of administrative tasks among project participants is presented in table 3.5

Table 3.5

Distribution of administrative tasks between the participants of the project for the implementation of the lifelong learning system in SUB «Adcom Kiev»

Functions (work) of the project participant	Project participants				
	RP	EA	RK	PD	AD
1	2	3	4	5	6
Analysis of the project implementation environment		X	X		
Project planning	X	X	X		X
Project implementation	X	X	X	X	X
Project efficiency control	X	X	X	X	X
Cost accounting		X	X	X	X
Project risk assessment		X	X		
Reporting on project implementation		X		X	X
Approval of the concept of a lifelong learning project	X	X		X	
Regulation of the work of the project participants on lifelong learning	X		X		
Lifelong learning project modification	X	X	X	X	X

Source: compiled by the author

In order to determine the duration of the planning stage, we will decompose the work within this stage, which is presented in Table 3.6. As you can see from the table, its duration is 34 days.

Table 3.6

List of activities in the planning phase of the project

Job number	Job title	Duration of work, days
1	2	3
1	Formation of a team of project participants	4
1.1	Identifying the features of a lifelong learning project	1
1.2	Coordination of the list of participation and recruitment of specialists for the project	3
2	Exploring a lifelong learning project	5
2.1	Setting project goals	1
2.2	Exploring the scope of a lifelong learning project	1
2.3	Assessing the requirements for a lifelong learning project	2
2.4	Identifying performance criteria for a lifelong learning project	1
3	Development of the content of the project of continuous education in SUB «Adcom Kiev»	6

3.1	Planning the final result of the implementation of the lifelong learning project in SUB «Adcom Kiev»	2
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1	2	3
3.2	Drawing up a project plan for lifelong learning in SUB «Adcom Kiev»	2
3.3	Drawing up a list of budgets and estimates	2
4	Lifelong Learning Project Resource Planning	3
4.1	Planning the amount of project resources	2
4.2	Resource planning for a lifelong learning project	1
5	Structural planning of a lifelong learning project	9
5.1	Decomposition of a lifelong learning project	2
5.2	Formation of the project work schedule	2
5.3	Scheduling of work	2
5.4	Approval of the total project budget	3
6	Agreement with the director of SUB «Adcom Kiev»	3
7	Formation of the project control system	2
8	Control system approval	1
9	Approval of the start of the project	1
Total		34

Source: compiled by the author

The main feature of the project is the constant process of monitoring its implementation by the project management. It is assumed that this control will be carried out weekly in order to be able to promptly make adjustments to its implementation.

We will conduct a study of the implementation phase of the lifelong learning project in SUB «Adcom Kiev». The list of stage works and their duration is presented in Table 3.7.

Table 3.7

List of works in the implementation phase of the lifelong learning project at SUB «Adcom Kiev»

Job number	Job title	Duration, days
1	2	3
1	Team members briefing	1
	Implementation of major works	19
2	Development of the Regulation on the procedure for lifelong learning	10

continuation of the table.3.7

1	2	3
3	Approval of the Regulations on the procedure for lifelong learning	2
4	Comparison base calculation	7
	Project implementation control	9
5	Control of the pace of work	3
6	Control of the timing of work	3
7	Quality control of work	3
	Analysis of implementation efficiency	6
8	Identifying project problems	3
9	Troubleshoot project issues	3
10	Checking the compliance of the plan and the result of work	5
Total		40

Source: compiled by the author

The table shows that the duration of the project is short, since the duration of its main stage is only 40 days.

A list of works in the completion phase with an indication of the duration of their implementation is presented in Table 3.8.

Table 3.8

List of works in the phase of completion of the project and the duration of their implementation

room work	Job title	Duration, working days
1	2	3
	Preparation of the necessary reporting documentation for the project	15
1	Internal project analysis	5
2	Discussion of the draft documentation	2
3	Formation of documentation directly	8
	Preparation of a project implementation report	7
4	Collection of information	5
5	Formation of the report	2
6	Project results presentation, discussion	1
	Assessment of project results	11
7	Conducting a wrap-up meeting	1
8	Discussion of the revealed shortcomings	1
9	Closing works and projects	1
10	Disbandment of the project team	3
Total		29

Source: compiled by the author

Table 3.9 shows the time frames for the project for the implementation of lifelong learning in SUB «Adcom Kiev»

Table 3.9

Time frames for project implementation

Phase	Total, days	By network schedule	
		Minimum	Maximum
Initiation	23	20	11
Planning	34	30	16
Implementation	40	31	19
Completions	29	25	14
Total	126	106	60

Source: compiled by the author

Therefore, the main measures aimed at improving the efficiency of personnel management were developed. The data presented in the table allow us to conclude that the duration of the project is from 106 to 60 days, which makes it possible to refer it to short-term projects.

3.3. Calculation of the economic effect of the proposed measures

Next, we will assess the economic effect of the implementation of the proposed activities of the studied enterprise of the proposed measures. An estimate of the project's resource requirements is presented in Table 3.10.

Table 3.10

Assessment of the project's need for resource provision

Phase	The code work	Resources			
		Material resources	Staff	Technics	Org. resources
1	2	3	4	5	6
Initiation	1	X		X	
	2	X		X	
	3		XX	XX	X
	4		XXX	X	XXX
	5		XXX	X	X
	6		XXX		X
	7		XXX		XXX
	8		XXX		

	9		XXX		XXX
--	---	--	-----	--	-----

continuation of the table.3.10

1	2	3	4	5	6
Planning	1		XXX		XXX
	2		XX		XXX
	3	X	XX	X	XX
	4	XX	XX	X	
	5	X	XX	X	XXX
	6		X		XXX
	7		XX		X
	8	X	X		X
	9				XXX
Implementation	1		X		X
	2	XXX	XXX	XXX	XX
	3	X	X	XX	X
	4	X	X	X	X
	1	X	XX	X	X
	2		X		XX
	3		X		X
	4				XXX

Note:

X - low resource demand;

XX - significant resource requirement;

XXX - critical resource requirement.

Source: compiled by the author

To calculate the costs of the project, we will take the following levels of payment to the project participants, taking into account insurance premiums (Table 3.11).

Table 3.11

Project costs including insurance premiums by the project team

Project participant	amount	Amount per participant per month, thousand UAH	Total project costs, taking into account 50% of the project load, thousand UAH
1	2	3	4
Project Manager	1	7,0	18,0
Economist-analyst	1	5,0	12,9
Head of HR department	1	4,5	11,6
Assistant Head of Human Resources	1	4,0	10,3

1	2	3	4
Administrator for the formation of curricula	1	5,0	12,9
Total	5	-	65,7

Source: compiled by the author

Thus, the cost of wages within the project will amount to 65,7 thousand UAH taking into account 50% load of performers.

The calculation of the cost and distribution of the amount of contributions by the sources of the project is presented in table 3.12.

Table 3.12

Calculation of cost and distribution of project resources by sources

Resources	You need everything			In stock			It is required to attract		
	Unit rev	Unit price resource	Cost, thousand UAH	Unit rev	Unit price resource	Cost, thousand UAH	Unit rev	Unit price resource	Cost, thousand UAH
Human									
Design command	five	-	65,7	-	-	-	5	-	65,7
Material and technical									
The main facilities	-	-	50,0	-	-	-	-	-	50,0
Negotiable facilities	-	-	100,0	-	-	-	-	-	100,0
Technological									
Design documentation	-	-	30,0	-	-	-	-	-	30,0
Financial									
Total for project	5	-	245,7	-	-	-	-	-	245,7

Source: compiled by the author

Thus, the required size of resources is 245,7 thousand UAH. The calculation of the magnitude of simple risks of a continuous training project in the SUB «Adcom Kiev» is presented in Table 3.13.

Table 3.13

Calculation of the magnitude of simple risks of a lifelong learning project
in SUB «Adcom Kiev»

Name simple risks	Priorities		Weights $w_i = (1/R_i) / \sum (1/R_i)$	Average appraisal experts	The quantity risk $X_i = W_i * V_i$
	places	ranks			
1	2	3	4	5	6
Risk of disruption formation project team	4	1	0.48	1	0.48
Risk of non-payment necessary material resources	2	3	0.16	2	0.32
Force majeure by any reason	3	2	0.24	2	0.48
Risk of rejection implementation	1	4	0.12	2	0.24
Total					1.52

Source: compiled by the author

The resulting value of simple project risks is 1.52 units in a 10-point scale, thus, the risk of the project can be characterized as moderate, and constituting less than 20% of the amount invested.

The maximum level of risk will fall on two facts - the risk of disruption to the formation of the project team and the risk of refusal to implement, which give 2/3 of the total project risk level.

The calculation of the possible damage in value terms is presented in table 3.14

Table 3.14

Calculation of potential damage in value terms

Risk name	Cost of the object at risk, thousand UAH	Risk magnitude	Potential damage, thousand UAH
1	2	3	4
Risk of disruption formation project team	65,7	0,048	3,2
Risk of non-payment necessary Material resources	150,0	0,032	4,8

continuation of the table.3.14

Force majeure for any reason	245,7	0,048	11,8
Risk of rejection implementation	245,7	0,024	5,9
Total	-	-	25,6

Source: compiled by the author

Therefore, the possible losses of SUB «Adcom Kiev» can be estimated at 25,6 thousand UAH. Project checkpoints are presented in table 3.15.

Table 3.15

Checkpoints of the lifelong learning project in SUB «Adcom Kiev»

P / p No.	Document's name	date
1	Order to start analyzing the external environment	03/01/2021
2	Order to start developing a lifelong learning project	03/25/2021
3	Allocation of funds for the project	04/01/2021
4	Receiving an assignment for project implementation	04/10/2022
5	Start of project implementation	04/17/2022
6	Order to start project implementation	04/27/2022
7	Project status report	05/01/2021
8	Project status report	05/15/2021
9	Project completion report	06/03/2021
10	Completion of the project to create system of lifelong learning	06/12/2021

Source: compiled by the author

The budget estimate of the lifelong learning project is presented in the table 3.16.

Table 3.16

The preliminary budget of the project of creating a system of lifelong learning in SUB «Adcom Kiev»

Articles	Quarter						Total
	1	2	3	4	five	6	
Design and other design costs	231,7	14,0					245,7
in divided into direct organization of the project	61,0	4,7					65,7
Increase in revenue due to the growth of personnel competence			200,0	200,0	200,0	200,0	800,0

Source: compiled by the author

As we can see from this figure, the internal rate of return (IRR) of the project is 170%, which indicates a high level of project efficiency.

The resulting value indicates a high level of profitability of the project and the need for its implementation in practice.

Based on the design of measures to improve the personnel management system in SUB «Adcom Kiev» carried out in Chapter 3, it is possible to draw the following general conclusions:

1) along with the increase in production volumes and the provision of services SUB «Adcom Kiev», the trend of complication of work is actual. At the same time, it is shown that these dynamics requires an increase in the number of highly qualified specialists at the enterprise. At the same time, there is already a shortage of this category of workers on the market. As a consequence of the increase in the shortage of engineers in the labor market, the requirements for internal systems of training and professional growth, as well as for employers - both in terms of material and non-material working conditions at the enterprise will increase;

2) in these conditions, the main directions of development of the personnel management system in SUB «Adcom Kiev» will be the following: areas such as improving the skills of management personnel in terms of design, activity and ability to learn, development of the personnel management service at the enterprise in terms of their selection, increasing the efficiency of personnel placement, improving the level of the psychological environment, as well as the formation of a professional training system;

3) as measures for implementation, such as the introduction of assessment technologies when working with personnel, the implementation of the current training of employees of the enterprise, the improvement of the system of intangible motivation through the introduction of industrial competition, the improvement of work with the personnel reserve;

4) the conducted research and ranking of events showed that the most attractive event for SUB «Adcom Kiev» is the event for the formation of a lifelong

learning system, which implies the involvement of both internal and external trainers. The calculation showed the need to allocate 250 thousand UAH for this project, of which 64,7 thousand UAH - funds to pay wages. The internal rate of return of the project is 170%, which testifies to its profitability for SUB «Adcom Kiev» and the need to implement this project in practice.

Conclusion to part 3

During the research it was found that:

Considering the prospects for the development of SUB «Adcom Kiev» and the dynamics of the requirements for personnel and personnel to the enterprise, it is possible to conclude that the base of the existing personnel management system at the enterprise should be modified. Modification of the management system must be carried out in order to comply in the short term with both the needs of the enterprise and the changes that will be observed in the market. The changes should be based on the principle of increasing the level of activity, both of the enterprise itself in providing them with services, and the qualifications of employees, in order to meet market requirements.

The main measures aimed at improving the efficiency of personnel management were developed. The data presented in the table allow us to conclude that the duration of the project is from 106 to 60 days, which makes it possible to refer it to short-term projects.

Along with the increase in production volumes and the provision of services SUB «Adcom Kiev», the trend of complication of work is actual. At the same time, it is shown that these dynamics requires an increase in the number of highly qualified specialists at the enterprise. At the same time, there is already a shortage of this category of workers on the market. As a consequence of the increase in the shortage of engineers in the labor market, the requirements for internal systems of

training and professional growth, as well as for employers - both in terms of material and non-material working conditions at the enterprise will increase. In these conditions, the main directions of development of the personnel management system in SUB «Adcom Kiev» will be the following: areas such as improving the skills of management personnel in terms of design, activity and ability to learn, development of the personnel management service at the enterprise in terms of their selection, increasing the efficiency of personnel placement, improving the level of the psychological environment, as well as the formation of a professional training system. As measures for implementation, such as the introduction of assessment technologies when working with personnel, the implementation of the current training of employees of the enterprise, the improvement of the system of intangible motivation through the introduction of industrial competition, the improvement of work with the personnel reserve.

The conducted research and ranking of events showed that the most attractive event for SUB «Adcom Kiev» is the event for the formation of a lifelong learning system, which implies the involvement of both internal and external trainers. The calculation showed the need to allocate 250 thousand UAH for this project, of which 64,7 thousand UAH - funds to pay wages. The internal rate of return of the project is 170%, which testifies to its profitability for SUB «Adcom Kiev» and the need to implement this project in practice.

GENERAL CONCLUSION

As a result of research of features of efficiency of personnel management the following conclusions are received:

1. As a result of the study of the historical aspects of the theory of human resource management, it was found that in the course of the evolution of the theory of personnel management, the paradoxical role of human resources in production was transformed. If earlier labor (human resource) was considered as a traditional factor of production on a par with other material factors (equipment, materials), and therefore the task of minimizing costs was reduced to saving, first of all, wages, now the employee is the source of the company's welfare, a key intangible resource. The change in the role of the human resource in production entailed a change in the general approach to economic development, which is that a person is not a means of accumulating wealth, increasing welfare, but the goal of developing production and increasing welfare. The modern stage of development of management theory is characterized by great attention to development issues, the effective use of human resources based on the study of the needs and motives of individuals' behavior, aimed at solving the problems of innovative development of the economy.

2. As a result of the study of the main components and indicators of the effectiveness of personnel management at the enterprise, it was found that efficiency is a relative indicator that characterizes the ratio between the achieved or expected final results of activity, acting as an effect, and the costs or resources required to achieve it. It has been established that the models for assessing the effectiveness of personnel management in one form or another evaluate the following aspects: work results and achievements; qualifications, knowledge and skills, competencies; behavior at work: involvement, motivation, relationships with others, etc.; satisfaction with the work of the evaluated employee with his «internal» and «external» clients. Were identified and investigated modern approaches to assessing the effectiveness of personnel management: technology

audit of labor resources; target management technology; key performance indicators; technology of expert assessments; «360 degrees» evaluation technology. As a result of the study, it was found that each of the approaches and methods considered has its own pros and cons and should be used based on the characteristics of each particular case with an assessment of the costs of its implementation and the expected benefits.

3. Studying the world experience in personnel management allowed us to come to the conclusion that based on the results of considering the systems of organization of personnel management - American, Western European and Japanese, it can be concluded that they have common features, but at the same time they are characterized by specific features that make them unique.

4. The modern world is a global society, which is reflected in the interpenetration and complementarity of processes, including in the field of personnel management (processes are borrowed and adopted from company to company, including through consulting practices). In addition, all large national companies have become international long ago and, accordingly, their culture and process features spread to many countries of the world and culture. Thus, consideration of foreign practices of personnel management is an important element in understanding and analysis of personnel management tools in modern Ukrainian organizations.

5. As a result of studying the activities of SUB «Adcom Kiev» it was found that studied enterprise SUB «Adcom Kiev» is a subsidiary company. The main activities of SUB «Adcom Kiev» are: research and experimental development on other natural and technical sciences, business and other management consultancy activities, construction of other structures and non-specialized wholesale trade. At the studied enterprise SUB «Adcom Kiev», a linear type of organizational structure is used, which, despite its bureaucratic nature and rigidity, is used to create a clear system for the distribution of rights, duties and labor functions between employees.

6. Analysis of production and financial indicators SUB «Adcom Kiev» found that a tendency was revealed to the fast communication of the enterprises' arrival. There is also a change without a doubt - a negative tendency for the enterprise. Which will reject the enterprise as the result of its activity. On the basis of the meaning of the dynamics of this indicator, it is possible to robots about the activity of the enterprise as a whole and about its efficiency. Decrease in indicators for the arrival of the enterprise has been for a decrease in indicators in profitability. In the course of the analysis carried out, it was established that the main reasons for the decrease in the arrival of the enterprise are the speedy communication of implementation by 30%, and the speedy communication of the operating income.

7. Evaluation of the effectiveness of the existing human resources management system SUB «Adcom Kiev» showed that:

- the enterprise has a significant shortage of personnel, which is not covered for a long time, reducing the overall efficiency of using labor potential;
- there is a slight decrease in the level of potential among employees who are not engineers and technicians, which indicates that the company does not use the labor potential of its employees effectively enough;
- the situation on the labor market contributes to a decrease in the level of use of the potential of workers, which consists in the presence of a shortage of workers with a high level of qualifications, which leads to a noticeable increase in the turnover of such workers at the enterprise and a decrease in their interest in working there for a long period of time;
- the management apparatus, as an implementing body of personnel management policy, although it increases the efficiency of its own activities, however, this increase is rather weak, and does not have a decisive influence on the activities of the company. The level of personnel work at the enterprise is quite high, however, there are problems in the selection, placement, assessment and training of personnel, as well as their rational use, which reduces the effectiveness of management activities. At the same time, planning, analysis and forecasting of work with personnel are quite effective;

- the management system at the enterprise is imperfect in terms of efficiency, since the top employees of the management apparatus are underutilized, and the lower ones are overloaded with functions. The system of motivation of the enterprise is focused on motivation, first of all, of the management, which, in turn, leads to inflating the staff of employees and reducing the efficiency of their work;
- although there are 1.4-1.6 employees per job, nevertheless, about 20% of all hired personnel do not have the required skills. At the same time, the personnel promotion system is not developed enough.

8. As a result of the study, recommendations and proposals for improving the personnel management of SUB «Adcom Kiev» were developed. Considering the prospects for the development of SUB «Adcom Kiev» and the dynamics of the requirements for personnel and personnel to the enterprise, it is possible to conclude that the base of the existing personnel management system at the enterprise should be modified. Modification of the management system must be carried out in order to comply in the short term with both the needs of the enterprise and the changes that will be observed in the market. The changes should be based on the principle of increasing the level of activity, both of the enterprise itself in providing them with services, and the qualifications of employees, in order to meet market requirements. A general description and selection of information support for personnel management SUB «Adcom Kiev» were made. The main measures aimed at improving the efficiency of personnel management were developed. The data presented in the table allow us to conclude that the duration of the project is from 106 to 60 days, which makes it possible to refer it to short-term projects. Along with the increase in production volumes and the provision of services SUB «Adcom Kiev», the trend of complication of work is actual. At the same time, it is shown that these dynamics requires an increase in the number of highly qualified specialists at the enterprise. At the same time, there is already a shortage of this category of workers on the market. As a consequence of the increase in the shortage of engineers in the labor market, the requirements for internal systems of training and professional growth, as well as for employers -

both in terms of material and non-material working conditions at the enterprise will increase. In these conditions, the main directions of development of the personnel management system in SUB «Adcom Kiev» will be the following: areas such as improving the skills of management personnel in terms of design, activity and ability to learn, development of the personnel management service at the enterprise in terms of their selection, increasing the efficiency of personnel placement, improving the level of the psychological environment, as well as the formation of a professional training system. As measures for implementation, such as the introduction of assessment technologies when working with personnel, the implementation of the current training of employees of the enterprise, the improvement of the system of intangible motivation through the introduction of industrial competition, the improvement of work with the personnel reserve.

9. The calculation of the economic effect of the proposed measures was carried out. The conducted research and ranking of events showed that the most attractive event for SUB «Adcom Kiev» is the event for the formation of a lifelong learning system, which implies the involvement of both internal and external trainers. The calculation showed the need to allocate 250 thousand UAH for this project, of which 64,7 thousand UAH - funds to pay wages. The internal rate of return of the project is 170%, which testifies to its profitability for SUB «Adcom Kiev» and the need to implement this project in practice.

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