

## IMPROVING THE PERSONNEL MANAGEMENT SYSTEM IN ORGANIZATIONS УДОСКОНАЛЕННЯ СИСТЕМИ УПРАВЛІННЯ ПЕРСОНАЛОМ ОРГАНІЗАЦІЇ

*Staff is one of the most important components of the enterprise structure. Thanks to the efficiency of the employees, the organization's productivity is increased. But today, many organizations pay insufficient attention to improving the effectiveness of the personnel management system and its motivation. The purpose of this article is to develop measures aimed at improving the organization's personnel management system. To ensure the effectiveness of the functioning of the personnel management system, every organization need to determine and implement some methods. Personnel – competitive wealth, which is no longer considered as incidental expenses or an additional item of expenses, is an important resource of the company. The improvement of the personnel management system can be endless, therefore it is so important to identify problems in a timely manner in order to avoid personnel losses and prevent a decrease in profits in the company.*

**Key words:** organization, staff, motivation, effectiveness, management system.

*Персонал является одним из важнейших компонентов структуры предприятия.*

*Благодаря эффективности сотрудников увеличивается производительность организации. Но сегодня многие организации уделяют недостаточно внимания повышению эффективности системы управления персоналом и ее мотивации. Целью данной статьи является разработка мер, направленных на совершенствование системы управления персоналом организации. Для обеспечения эффективности функционирования системы управления персоналом каждой организации необходимо определить и внедрить некоторые методы. Персонал – конкурентное богатство, которое больше не рассматривается как непредвиденные расходы или дополнительная статья расходов, но является важным ресурсом компании. Совершенствование системы управления персоналом может быть бесконечным, поэтому очень важно своевременно выявлять проблемы, чтобы избежать потерь персонала и предотвратить снижение прибыли в компании.*

**Ключевые слова:** организация, персонал, мотивация, эффективность, система управления.

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Stepanenko Yuliia

Student

Sumy National Agrarian University

*Економічна стабільність організації, її виживання і ефективність діяльності в умовах ринкових відносин нерозривно пов'язані з її безперервним вдосконаленням і розвитком. Персонал – одна з найважливіших і складних складових структури підприємства. Адже на відміну від технологічного оснащення підприємства, співробітники здатні самостійно приймати рішення, підкоряючись своїм особистим мотивами і емоціям. До того ж кадри складають робочий колектив, який дуже важливий для успішного розвитку і при цьому кожен його член має свої вимоги, інтереси і здібності. Завдяки ефективності роботи співробітників підвищується продуктивність організації, відбувається її зростання і формування репутації на ринку. Але на сьогоднішній день багато українських організації приділяють недостатню увагу підвищенню ефективності системи управління персоналом та його мотивації. Тому метою даної статті є розробка заходів, спрямованих на вдосконалення системи управління персоналом організації. Було проаналізовано існуючу літературу, проведено порівняльний аналіз і оцінка практики управління персоналом. Розглянуто і змодельований механізм мотивації, який базується на матеріальній і нематеріальній мотивації. Виявлено, що найбільш ефективним способом є фінансове стимулювання, але, сучасні керівники повинні розуміти, що кожен співробітник – це індивідуальність, у кожного свої потреби. Тому головна рекомендація: регулярність проведення аналізу мотивації персоналу і спостереження за його потребами. Для забезпечення ефективності функціонування системи управління персоналом були визначені наступні умови: забезпечення організації кваліфікованим персоналом, максимізація професійної компетентності і досвіду співробітників; вдосконалення системи оплати праці та мотивації; розумне управління внутрішніми рухами і кар'єрою співробітників; надання працівникам можливостей для професійного розвитку. Персонал – конкурентна багатство, яке більше не розглядається як побічні витрати або додаткова стаття витрат, а є стратегічно важливим ресурсом компанії. Удосконалення системи управління персоналом може бути нескінченним, тому що немає межі досконалості, тому так важливо постійно аналізувати систему і своєчасно виявляти проблеми, щоб уникнути втрат персоналу і залобігти зниженню прибутку в компанії.*

**Ключові слова:** організація, персонал, мотивація, ефективність, система управління.

**Statement of the problem in general view.** As is known, staff is an important element in the management system of any organization. Thanks to the staff, the organization can develop, set goals and move in the right direction.

The relevance of this article lies in the fact that today many Ukrainian organizations pay insufficient attention to improving the effectiveness of the personnel and its motivation.

In order for an organization to be able to develop effectively and be competitive in the market, it requires qualified and motivated personnel who can bring benefits to their organization and bring it to higher economic positions.

**Analysis of latest researches and publications.** The processing of foreign and domestic specialized literature on the theoretical and methodological

aspects of personnel development and management, staff motivation and incentives, the formation of approaches to increase labor productivity, analysis of effective motivation and staff stimulation factors indicates the undoubted interest of scientists in this issue. There are many scientists attributed their works to the problem of development and personnel management, such as: D.P. Boginya, O.M. Borodina, O.A. Grishnova, G.V. Osovska, V.S. Disperova, M.I. Dolishniy, G.I. Kupalova, V.V. Krasnoshapko, O.V. Krushelnitska, N.V. Krasnokutska, V.F. Mashenkov, L.I. Mikhailova, J.S. Easter, V.M. Petyukh, I.V. Prokop, S.G. Strumilin, A.V. Skull, I.F. Khmil, V.V. Yurchishin and others.

**Formation of purposes of the article.** The purpose of this article is to study the theoretical and practical features of personnel management, namely, the

theoretical analysis of the concepts of “personnel”, “personnel management” and “personnel management system” and “mechanism of motivation”, determining the role of the personnel management system in managing an organization, and evaluating the effectiveness of the personnel management system. The goal is also to develop measures aimed at improving the personnel management system of the organization.

**Statement of the main research material.** The analysis shows that success in the activities of a modern organization is determined to a large extent by the cohesion of staff, the reliability and familiarity of vertical and horizontal ties, trustful and harmonious, mutually beneficial relationships between management and employees. “A good organization is a profitable investment” says one of the principles of management. Organization is a living, breathing organism. And like any living thing, the organization has a face, image, philosophy, history and culture.

The success of the organization arises as a result of the interaction of all employees pursuing common goals, which must be real and reflect the basic nature of the organization, each employee can understand them. The organization that does not differ from many others is immediately pre-programmed for failure and bankruptcy. For years we have been told about work in the company, identifying it with the work of the organization, but people work, i.e. the organization's staff, not the organization.

Market practice suggests that it is the human factor, namely, a well-developed corporate culture and corporate spirit, but not factories, equipment and inventories that are an important factor in competitiveness, economic growth and efficiency.

The effectiveness of a specialist depends primarily on his/her motivation. A good manager must understand how to motivate his/her employees properly, must know what factors motivate employees to take action, and must develop methods for managing their subordinates [1, p. 18].

In the context of effective management of staff motivation it is necessary to distinguish the concept of “motivation system” and “activity motivational mechanism.”

The motivation system can be considered as a complex of component subsystems that contain motives grouped in a certain order. S.Y. Vovkanich and O.T. Rinzak noted that “most often, three or four groups of motives are identified as components of the system: material, social and spiritual-intellectual. The system parameters are usually constant” [2, p. 49].

Motivational mechanism is a mechanism for the implementation of labor; a complex integrated tool to transform the motivational potency in reality a direct effect. The motivational mechanism implements, converts a set of factors, principles, incentives, motives, value orientations, expectations, behavioral reactions from a linear discrete value into a closed, constantly

repeating process. Regarding economic, needs-based motivation, the motivational mechanism is an economic mechanism for the realization and reproduction of the unity of the socio-economic functions of labor: as the means of living, functioning at each stage of its completion in a certain system of macroeconomic and microeconomic coordinates. In addition, the motivational mechanism is a peculiar force of motivation, more precisely it provides the conditions of self-stimulation, converts motivation from possibility into reality.

Therefore, an effective motivation mechanism should rely primarily on the existing system of material and intangible motivation, as well as be consistent with the strategy of enterprise development (Fig. 1).

One of the most effective methods of influencing staff is material incentives. It is no secret that workers work for wages, receiving awards, bonuses, if the organization provides this.

It does not require evidence of the fact that monetary compensation supports the employee's quality of life, gives him confidence in the future, and also contributes to his internal growth. For example, visiting theaters, exhibitions, opportunity to travel.

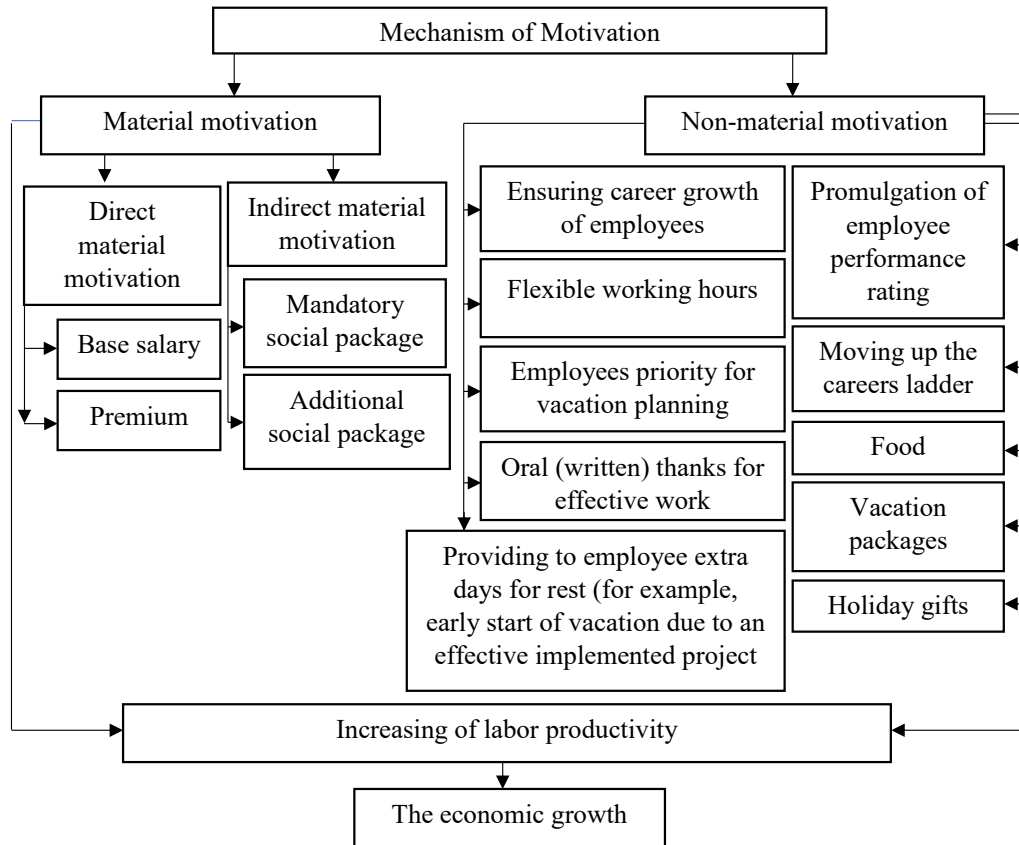
An important nuance in managing motivation is that each employee is an individual, and therefore, every specialist has needs. And these goals are determined not only by his position in the organization, but the social position in society, as in any person, the employee has his own interests and individual characteristics. Managers should regularly review staff motivation and monitor their needs to know how to motivate their staff properly.

There are several ways for increasing the efficiency of staff through motivation. For instance, conducting seminars with subordinates, where foreign and Ukrainian specialists who have experience will speak about effective management in a complex and tough competitive environment.

It is very important to involve employees in the important tasks of the organization and to develop both standard and innovative solutions (it is important that every subordinate feels the need for the organization), improving feedback between supervisor and subordinates, free refresher courses. Using the methods described above, managers can have a major impact on staff performance and productivity growth.

The increasing importance of HR services is due to the following main reasons:

- the increasing role of personnel, their knowledge and skills in ensuring the competitiveness of organizations;
- the need to improve the efficiency of the organization through better use of the potential of existing staff, its optimal distribution in the workplace, increasing the load on each member of the team;
- the emergence of new technologies for the selection and evaluation of staff;



**Fig. 1. The scheme of the motivational mechanism, which relies on the existing system of material and intangible motivation**

Source: [3, pp. 127–132]

– the realization of the concept of lifelong learning, within which there are the importance of forms and methods of development, staff training;

– the changing of the functional tasks of HR managers, especially senior managers, each of them should be addressed in the light of the organization's development strategy [4, pp. 37-40].

The material motivation plays an important role in enhancing the motivation of the organization's staff. Through material incentives, staff can increase their productivity, fight for a place in the workforce and fully commit themselves to their work.

The analysis showed that the bonus system in Ukrainian companies implies both collective and individual reward.

The vast majority of Ukrainian organizations have the following types of bonuses:

- the premium;
- bonus for the performance of targets;
- individual bonus.

The premium applies to all staff of the organization based on half year / year. The amount of bonus rewards is calculated based on the increase in sales (compared to last year). It is calculated according to a specific formula based on the average monthly rate, the number of tariff rates, and a certain rate of increase.

Thus, each employee of the organization receives “his/her” bonus, taking into account his/her position, attitude to work and the degree of influence on the achievement of the strategic goals of the organization.

The number of individual bonuses of a specialist depends only on his personal indicators, productivity and quality of work. If an employee diligently performed his/her work during the year and did not receive any penalties for the quality of his/her work and work discipline, he/she will receive a full bonus reward. In this case, the amount that will be directed to the payment of remuneration depends on the degree to which the strategic goals of the organization and the employee's contribution to the targets are achieved.

Professional development of staff takes place in the process of gaining skills and in the process of direct learning. The professional development of staff has the goal of enhancing and disclosing professional potential of the employee. Professional potential (as an element of human) is the aggregate ability of an individual employee's physical and spiritual properties to achieve in a given environment certain results of production activity, his ability to improve in the process of work, to solve new tasks [5, p. 123].

Structure of professional potential:

- qualification potential, i.e. the possession of special knowledge, work skills and skills that affect the employee's ability to work of a certain complexity;
- psychophysiological potential, i.e. aptitude and ability of a person, his/her health status, work of the nervous system, efficiency, stability in decision-making;
- personal potential, i.e. the level of consciousness and social maturity, personal level and attitude to their work and the work of their colleagues, values, interests in career growth.

Currently, people in the organization do not pay enough attention to the second and third element (both from the point of view of evaluation and management), which do not contribute to the full disclosure of the employees potential, and, consequently, to achieve the maximum effect of the use of manpower.

The priority types of personnel development in the organization are the internships abroad, business cases, meetings on development and improvement of the organization, gamification, seminars on important aspects of the organization.

Stages of implementation of the personnel development program in the company:

- identification the staff education level;
- development of the curriculum of the enterprise;
- organization of mentoring work;
- organization of work on building the human resource base.

We believe that the closest organizations to economic and social success are those that use new and advanced technological options, based on people's value orientations, their hidden assumptions.

The following recommendations may help to improve the effectiveness of organizational staff management (cultural and organizational aspects):

- particular attention should be paid to the intangible aspects of the organizational environment and those that are not perceived externally. Deep-rooted assumptions and values in people can require long and difficult changes in the system and structure of management. Culture is the way to help you to understand organizational "Looking glass".
- be skeptical of proposals calling for the rapid transplantation or transformation of crops;
- try to understand the importance of the corporate symbols;
- listen to stories told in the organization, who their heroes are and what these stories reflect in the culture of the organization;
- introduce corporate ceremonies periodically to convey with their basic ideals and culture;
- implement abstract ideals in a direct and indirect way in your daily activities. The manager is required to understand what ideals he or she should adhere to

and what actions these ideals should convey down the organizational levels [6, p. 697].

**Conclusion.** The study concludes that every self-respecting leader should pay close attention to improving the personnel management system, as only qualitative and skilled personnel are able to move the organization in the right direction and increase cost-effectiveness and strengthen the organization's position.

The experienced manager understands that the market is changing dynamically, and the organization must change with it, including staff must develop and be competitive and have a good working relationship. For this purpose, many organizations create a corporate culture that includes rules, values, certain standards of behavior in the organization.

Carefully formed corporate culture helps employees in their work activities, as well as eliminates minor conflicts in the organization and purposefully affects the improvement of the atmosphere in the team.

It is important to understand that only with competent time management staff will be able to respond promptly to their tasks and increase its efficiency, which will allow professionals to fulfill their job responsibilities more effectively, set new goals, combine work and personal life, and most importantly benefit their organization while contributing to the organization's goals.

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## IMPROVING THE PERSONNEL MANAGEMENT SYSTEM IN ORGANIZATIONS

**The purpose of the article.** The economic stability of the organization, its survival and operational efficiency in the conditions of market relations are inextricably linked with its continuous improvement and development. Personnel is one of the most important and complex components of the enterprise structure. Thanks to the efficiency of employees, the productivity of the organization increases, there is growth and the formation of reputation in the market. But today, many Ukrainian organizations pay insufficient attention to improving the effectiveness of the personnel management system and its motivation. Therefore, the purpose of this article is to develop measures aimed at improving the organization's personnel management system.

**Methodology.** The existing literature was analyzed, a comparative analysis and assessment of the practice of personnel management were made. There was a generalization and modeling of the mechanism of motivation, as well as a systematization of theoretical and practical materials.

**Results.** The effective work of the enterprise is the effective work of the staff, starting from the head of the enterprise to the ordinary employee, and therefore the motivational factor in achieving the goals of the organization plays a very important role. The results obtained show the role and importance of the motivation system in the enterprise, the impact of this system on achieving goals. In enterprise management, usually several methods are applied at once. The most effective method is material incentive. For effective management of motivation, it is necessary to use all groups of methods in enterprise management. The following conditions have been identified to ensure the effectiveness of the functioning of the personnel management system: providing the organization with qualified personnel, maximizing the professional competence and experience of employees; improving the system of remuneration and motivation; prudent management of internal movements and career of employees; providing employees with opportunities for professional development.

**Practical implication.** Let us pay special attention to the fact that it is impossible to develop an effective system of motivation relying solely on the material basis. When an organization develops incentive systems, the great importance is given to the formation of intangible methods of motivation. Often it is the intangible motivational forms that work much better and bring greater returns from the staff than just good wages.

**Value/originality.** Personnel – competitive wealth, which is no longer considered as incidental costs or an additional expense item, but as a strategically important resource of the company. Improving the personnel management system can be endless, because there is no limit to perfection. This statement is proved by HR specialists from various companies around the world every year. Therefore, it is so important to constantly analyze the system and timely identify problems in order to avoid personnel losses and prevent a decline in profits in the company.