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THE PERSONNEL MANAGEMENT SYSTEM OF THE PRODUCTION ENTERPRISE: THE MAIN AREAS OF IMPROVEMENT

Abstract. A modern enterprise operating in a market economy depends not only on the availability of new, modern technologies, product quality, implementation of new stages of development of marketing tasks, product promotion, but also on effective personnel management. A modern enterprise operating in a market economy depends not only on the availability of new, modern technologies, product quality, implementation of new stages of development of marketing tasks, product promotion, but also on effective personnel management. Accordingly, in order to remain in the main positions of the market, to be competitive and to achieve success in the assigned tasks, it is necessary to improve the quality of personnel management and provide him with the opportunity for daily development. Many leading scientists have devoted themselves to the personnel management system; in their works, personnel management focuses on defining important functions related to personnel planning, selection, marketing, and development. When building an organizational structure at the enterprise, it is advisable to apply modern management concepts. Personnel management, first of all, should be carried out through the management of its labor potential, which is evaluated both by the effectiveness of implementation and by the effectiveness of the development of the personnel's labor potential. So in the work "Improving the personnel management system in the context of the development of domestic enterprises on the basis of marketing and logistics", where the authors consider the

logistical aspects of personnel management of Ukrainian enterprises. Determine the influence of globalist and integration factors on personnel development. They emphasize that effective personnel management of domestic enterprises remains an important problem.

Keywords: personnel management, principles of human resource management, adaptation of employees, coaching, staff security of the enterprise

Problem statement. For many years, the human factor in business was assigned a secondary role, subordinated to the financial production tasks of the company. Recently, this attitude has begun to change. An urgent problem of modern management is the activation of human resources to achieve the success of the business entity.

In modern economic conditions, the role of man in production has become especially relevant, since the employee is not only the most important element of the production process at the enterprise, but also its main strategic resource. Therefore, the issue of effective personnel management at all stages of the enterprise's activity is particularly acute.

Currently, the interest and desire of employees is effective and high-quality performing one's official duties is one of the main internal factors affecting growth success, prestige and competitiveness of any modern enterprise. It is at the base employee motivation, focused on satisfying personal and collective needs and interests. Head the enterprise must have information about what is sufficient for employees and what is necessary and mandatory in order for them to be interested in effectively carrying out labor activities on this the enterprise. In addition, it is important that the company's personnel work the most effectively, fruitfully and productive, for which management needs to stimulate and encourage their employees. In connection with this, the most important task of the personnel service at the enterprise is the development and implementation of a motivational mechanism in personnel management, the directions of which will be oriented to encouraging employees to work effectively. All of the above testifies to the relevance and the timeliness of consideration of issues of formation and improvement of the motivational mechanism and its structure on modern enterprise.

Analysis of recent research and publication. A significant contribution to the study of the problem of personnel management was done by well-known domestic and foreign scientists: D. P. Boginya, O. M. Borodina, O. A. Grishnova, G. V. Osovskaya, V. S. Diesperova, M. I. Dolishniy, G. I. Kupalova, V. V. Krasnoshapko, O. V. Krushelnytska, N. V. Krasnokutskaya, and others. However, everything organizational and management activity, and primarily motivational, in combination with all internal resources of the enterprise, including personnel, need further study and systematization. Thus, the relevance of the study of problems related to the



optimization of the management process by the personnel of the enterprises, and there is no doubt.

The purpose of the article is to justify directions for improving the efficiency of the personnel management system at production enterprises.

Presenting main material. The effectiveness of enterprise management largely depends on the quality of the current personnel management system. The management system is understood as the multi-vector activity of the relevant departments of the enterprise, branch bodies and bodies of the central executive power, it covers a number of functional subsystems.

The greatest management success is achieved when all functional subsystems of personnel management are coordinated in time and space and are applied simultaneously.

There are direct management tools that are used for direct personnel management and indirect management that are used mainly for organizational reasons. The special group is formed by quasi-schemas, which are factors that cannot be counted directly and indirectly, but are important for successful personnel management.

In our reality, business entities are simple must be able to debug correctly the work of its employees and control for the work they have done to achieve the prosperity and progress of the company. Management of labor resources is quite important, multifaceted and a complex process [1].

Consider the essence of this term in works of scientists. Sytnyk N.I. considers "personnel management is the provision of the organization with the required number of employees performing the necessary production functions" [2].

Scientists consider six styles of personnel management. There are certain stereotypes, such as "an authoritarian is bad, and a democrat is good", in addition, everyone has their own personal experience of leadership or communication with managers. In addition to personal preferences, objective reality must also be taken into account. And the reality shows that the expected results should be obtained from the employees, and the methods of achievement may differ depending on the personal data and qualifications of the staff, as well as depending on the circumstances. A good manager applies different styles of personnel management, using the entire arsenal of means of motivation and organization. The consulting firm Hay-McBer Associates defines the following six main styles of personnel management: directive (team), authoritarian (visionary), partnership (affiliate), democratic (representative), leadership style that "sets the rhythm", coaching style [3].

Agricultural enterprises should form highly qualified personnel, meet personnel needs, ensure the ability of labor resources to implement goals and plans, coordinate the interests of employees and the organization, and create social efficiency of the team [4]. In a functional sense, personnel management includes all

tasks and decisions related to work in the field of personnel activity. For example, personnel selection, improvement of their qualifications, dismissal, remuneration [5].

The number of personnel depends on a number of factors: the size of the enterprise; type of enterprise activity; specific tasks of the enterprise; traditions of the enterprise; financial condition of the enterprise; stages of enterprise development. An important factor of the management culture is the management style, which depends on the working atmosphere.

A manager's personality is influenced by his management style, or his attitude to management. The choice of a certain management style is a specific character of a person. Management style is also determined by society and depends on views on how to regulate subordinate relations. Today, the developed society is democratic. A person is formed in the system of managing relations of a democratic society [6].

The success of personnel management is determined by two main factors: the ability of the enterprise to clearly define what employee behavior is needed to achieve its strategy, and the ability to apply effective management levers to direct employees to the desired behavior. Both tasks are equally important and difficult, especially in the conditions of the market transformation of the economy. The main characteristics of the company's personnel are the structure and number of personnel.

The personnel management process takes place in as a result of the use of basic management tools, which can be divided into direct, indirect and special. The first group includes such means as transfer of rights and assignments to employees for their independent work, evaluation of the work of each employee, his motivation to improve the quality of work, involvement of employees in solving everyday problems issues of the company, provision of full information to the staff, which relates to their direct functions in the company, disposal is primarily the main purpose of the work company, a specific description of actions in a particular situation, contained in the instructions [7]. The second group includes support for the newly married employees, which consists in adapting the worker to the position offered to him, determining the difficulty and conditions of work, conducting an analysis of the working places [8].

It is thanks to these means of personnel management that the management of the organization receives information regarding the professionalism of employees, productivity and the expediency of their career advancement or possible dismissal.

So, we can see that the company practically do not improve their own personnel management. For improvement, the basics of personalism are usually used [9].

Based on this criterion, we note that companies need to create a suitable environment for workers for their independent improvement of skills and qualifications, creation on the ground professional improvement and internal ingenuity teams in the company.

Also, in personnel management, the selection of optimal elements of work



with subordinates is allocated. The manager can influence employees in the following ways: create conditions that allow employees to be motivated, or force [10].

Personnel management of the organization should take into account the following aspects [11, 12]:

- providing the organization with the required number and quality of personnel for the current period and for the future;
- creation of equal opportunities for labor efficiency and rational employment of employees, stable and uniform workload during the working period;
- satisfaction of reasonable needs of labor resources;
- ensuring compliance of the employee's work potential, his psychophysiological data with the requirements of the workplace.

Thus, the personnel management system is a system in which all personnel management functions are implemented.

The named management units form the structure of the functional personnel management subsystem of each organization.

The subsystems of the personnel management system in such organizations include:

- subsystem of general and line management, which manages the organization as a whole, management of individual functional and production units. The functions of this subsystem are performed by the head of the organization, his deputies, heads of functional and production units, and their deputies [13];

- a subsystem of planning and marketing of labor resources, which performs such functions as the development of personnel policy and strategy of personnel management, analysis of personnel potential, analysis of the labor market, organization of personnel planning, planning and forecasting of the need for labor resources, organization of advertising, maintaining relationships with external sources that provide the organization with personnel;

- the management and accounting subsystem of labor resources organizes the recruitment of labor resources and interviews, evaluation, selection and management of personnel [14];

- subsystem of ensuring normal working conditions. which performs functions - compliance with the requirements of psychophysiology and ergonomics of work, requirements of technical aesthetics, protection of the reception of labor resources, accounting of reception, transfers, incentives and dismissals of labor resources, professional orientation and organization of the rational use of labor resources, employment management, clerical support of the labor system and the environment, paramilitary protection of the organization and individual officials;

- subsystem of managing the development of labor resources, which provides training, retraining and advanced training, introduction to the position;

- adaptation of new employees, evaluation of candidates for a vacant position,

periodic evaluation of personnel, organization of innovative and inventive activities, implementation of business careers and official and professional promotion, as well as organization of work with the personnel reserve;

- a subsystem for managing the motivation of the behavior of labor resources, which performs such functions as management of the motivation of labor behavior, standardization and pricing of the labor process, development of payment systems, development of forms of participation of labor resources in profits and capital and forms of moral encouragement of personnel, organization of regulatory and methodological support of the system personnel management [15];

- subsystem of social development management, which ensures the organization of public catering, management of residential and household services, development of culture and physical education, provision of health care and recreation, provision of children's institutions, management of social conflicts and stresses, organization of the sale of food and consumer goods, social insurance organization.

Depending on the size of the organization, the composition of the subsystem may change: in small organizations, the functions of several subsystems are included in one subsystem, and in large ones, the functions of each subsystem are performed by separate divisions [8].

An important factor of the management culture is the management style, which depends on the working atmosphere.

Considering the management style, two aspects should be considered. The manager can make decisions in favor of one or another style and thereby determine the way of regulating his relations with subordinates.

The success of personnel management is determined by two main factors: the ability of the enterprise to clearly define what employee behavior is needed to achieve its strategy, and the ability to apply effective management levers to direct employees to the desired behavior. Both tasks are equally important and difficult, especially in the conditions of the market transformation of the economy. The main characteristics of the company's personnel are the structure and number of personnel.

The number of personnel is determined by the nature, scale, complexity, complexity of production processes, the degree of their mechanization, automation, computerization. These factors determine its normative (planned) value.

Personnel management is carried out within organizational structures, through which a planned and systematic influence on the behavior of the members of the organization's team and relations between them is realized. These structures should contribute to purposeful and effective management of personnel and the entire organization through the mechanism of interaction of principles and means of management. The choice of management style and management methods determines certain organizational structures and forms, and the organizational form, in turn,



affects the formation of organizational behavior of team members [16].

Personnel management is carried out with the help of scientifically developed methods. Personnel management methods are specific techniques and methods of administration's influence on personnel to achieve certain goals. Management methods are diverse, but their impact on the company's staff as a whole and on each individual employee is mediated by motivation [17].

Management uses a variety of methods that are adequate to the nature of the professional tasks to be solved. Administrative, economic, and socio-psychological methods are distinguished by the nature of their influence on performers [18].

The application of personnel management methods depends on the established norms and values of the workforce, as well as on the goals of the organization (Fig. 1). Thus, personnel management methods contribute to the implementation of the entire complex of works related to the effective management of the organization [19].

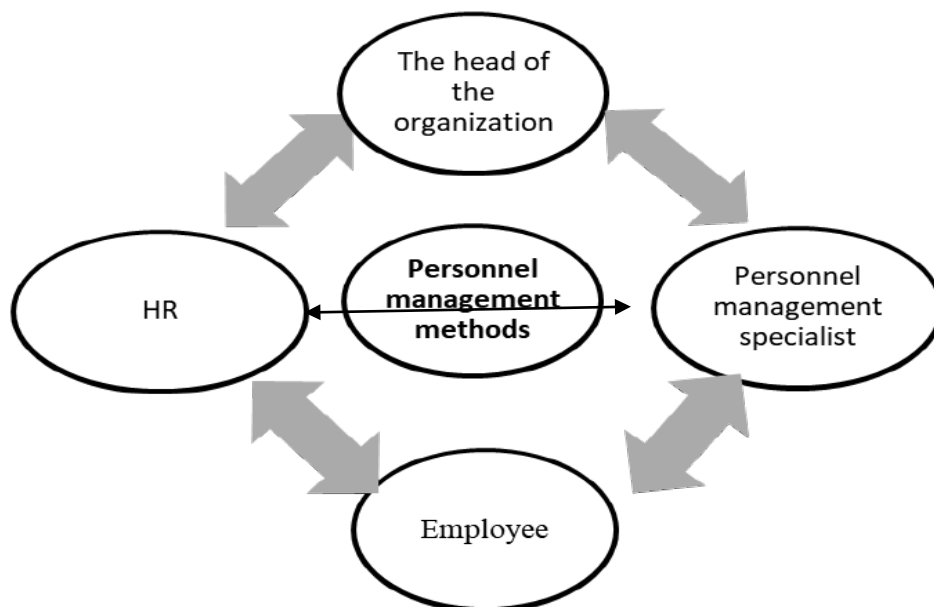


Fig. 1. Relationship of personnel management methods [19]

According to the scale of application, management methods are divided into:

- general (for example, interviews, activity analysis, tests, etc.);
 - special (organization of official activities, etc.).
- When implementing management decisions and programs, methods of collective and individual material motivation are widely used. Salaries, wages, rewards, etc. serve as means of such motivation.

The personnel management system cannot be separated from the management of the enterprise as a whole. It is aimed at solving the general goals of the organization and has a structure.

The professional and qualification level of employees largely characterizes the level of efficiency of the enterprise's functioning, since the quality of the decisions made and the results of their implementation depends on the personal and business qualities of employees, their general education and qualification level. Recruitment and placement of personnel is one of the important functions of the management cycle, which is performed by the heads of the organization. The efficiency of the enterprise depends to a large extent on the quality of selection and placement of personnel both in the production system and in the management system. The selection and placement of personnel at the enterprise ensures effective filling of jobs, based on the results of a comprehensive assessment, career planning, working conditions and personnel remuneration [20].

The selection and placement of personnel in SE "Agrofirma "Bays-Agro" ensures the coordinated activity of the team, taking into account the volume, nature and complexity of the work and tasks performed. This happens when certain conditions are met, namely: uniform and full employment of employees of all services and structural divisions; specifying the functions and duties of the employee; ensuring the necessary interchangeability of workers based on their mastery of related professions.

The assessment of the effectiveness of the production management structure of SE "Agrofirma "Bays-Agro" is presented in the table. 1.

Table 1

**Evaluation of the effectiveness of the production management structure
SE "Agrofirma "Bais-Agro"**

No n/p	Indicators	Period, year				
		2017	2018	2019	2020	2021
1. General performance indicators						
1.	Gross output, thousand UAH:					
	per 1 ha of agricultural land	1137,0	1507,0	2138,8	2444,7	2911,7
	per 1 average annual employee	217,9	223,97	312,11	383,25	427,9
2.	Gross profit, thousand UAH:					
	per 1 ha of agricultural land	206,6	559,8	722,0	747,9	967,4
	per 1 average annual employee	56,6	150,9	230,6	238,8	367,2
3.	Net profit (+) loss (-), thousand UAH:					
	per 1 ha of agricultural land	575,6	607,7	674,4	782,5	861,4
	per 1 average annual employee	157,7	163,8	215,4	249,9	302,9
4.	Profitability level, %	65,1	67,3	73,8	74,6	79,8
2. Indicators of the efficiency of the management apparatus						
1.	The share of management costs in the cost of gross output, %	5,5	4,1	3,1	2,4	3,2

2.	The share of expenses for the remuneration of managerial personnel in the cost of gross output, %	5,9	4,6	3,5	2,7	3,6
3.	The share of remuneration of managerial personnel in the total wage fund, %	19,52	19,52	20,4	18,56	22,48
4.	Account for working per employee of the administrative apparatus, pers.	4,9	4,9	6,1	6,1	5,5
3. Indicators of managerial labor productivity						
1.	Gross output, thousand UAH:					
	for 1 hryvnia management costs	16,0	21,6	24,5	28,0	28,3
	per 1 employee of the administrative apparatus	787,4	1159,0	1655,8	1930,1	2298,0
2.	Net profit, thousand UAH:					
	for 1 hryvnia management costs	17,7	15,2	29,8	41,4	31,4
	for 1 hryvnia salaries of management employees	18,8	16,8	33,3	46,2	35,4
	per 1 employee of the administrative apparatus	760,3	816,4	2007,7	2848,9	2552,9

It is advisable to study the qualitative composition of management personnel also from the point of view of the duration of their occupation of one position and the analysis of job transfer, which is of great importance for improving the selection and placement of personnel [21].

Having carried out calculations of labor efficiency indicators of management employees of SE "Bays-Agro", it can be concluded that in recent years management costs have gradually decreased in the structure of the company's gross production cost. At the same time, there is also an increase in the costs of wages for managers in the structure of gross production and the wage fund.

The main reason for the increase, we believe, is a decrease in the structure of expenses for the wages of employees directly employed in the production of products. So, this indicates that the efficiency of management personnel is gradually decreasing, because with higher management costs, the economy receives lower growth rates of gross output and net income.

If we pay attention to the performance indicators of management work, then here too there is a decrease in all the considered indicators.

In particular, the production of gross products for 1 hryvnia. administrative expenses in 2021 decreased by 1.7% compared to 2017, and per employee of the management apparatus increased by 88.8% compared to 2017.

The value of net income in 2021 has increased significantly compared to 2017, at the rate of 1 hryvnia of management costs - by 13.7 thousand hryvnias. The cost of net income per 1 employee of the management apparatus also decreased to a small

extent - UAH 16.6 thousand.

So, it can be concluded that managerial work in SE "Bays-Agro" is not productive enough.

For the rationalization of management, the improvement of the functional and qualification division of labor is of particular importance. The search should be conducted in the direction of developing evaluation criteria for assigning all agricultural specialists to certain classes (3rd-5th classes or groups), as is customary for lawyers and workers of other specialties.

All personnel of the enterprise are divided into employees of the main activity, that is, those who directly participate in the production of products, and non-production personnel employed in service and other farms. Economic processes are impossible without the supply of labor force and its effective use.

Table data. 2 show that the largest weight in the total number of employees is the employees of the main activity, approximately 79% in each year, and the smallest is the management staff - 21%.

Based on the calculation, during the analyzed period, the number of core workers decreased by 23 people, and the number of management personnel decreased by 1 person. It should be noted that the absolute deviation in the category "employees of the main activity" showed a decrease in the number of 22 people in this category, which may indicate a decrease in labor productivity.

The indicator of personnel profitability is of great importance for evaluating the efficiency of the use of labor resources at SE "Bays-Agro" in the conditions of a market economy.

Table 2

Analysis of the company's staffing of Bais-Agro SE in 2021

Staff categories	Average headcount		Deviation
	for the previous year	for the reporting year	
Employees of the main activity:	172	149	- 23
including crop production:	131	109	- 22
animal husbandry:	41	40	- 1
Management staff	28	27	- 1
Total staff:	200	176	- 24

Thus, increasing the efficiency of production due to the better use of labor resources depends on and can be implemented by the enterprise only on the



condition that during a detailed analysis all possible reserves will be revealed.

In view of the above, personnel management can be improved as follows:

- during the selection and career movement of workers try to reduce all risks to zero;
- during regular assessment of the situation in which the company is located, and in the presence of facts that do not satisfy the management, it is necessary to choose people who will generate ideas for improvement activities;
- during the implementation of the improvement, it is necessary weigh the progress of the company at different levels of the life cycle;
- despite the possible problems of the enterprise, it is necessary to give workers confidence in the next day through material and social protection.

Personnel evaluation and the formation of a reserve of heads of organizations are important elements of the human resources management system in the conditions of the formation of the knowledge economy. Properly conducted on the basis of modern personnel assessment methods, competency profiles should ensure a higher level of human resources in domestic organizations, raise the professional level of managers, professionals and specialists with higher education. However, until recently, the organization and conduct of personnel evaluations were significant shortcomings [22].

A careful study of the professional, business and personal qualities of employees was often replaced by the development of formal characteristics, supplemented only by their biographical and questionnaires. The experience of preliminary evaluation of personnel shows a rather low percentage of negatively evaluated employees, as well as specialists enrolled in the reserve for management positions. At the same time, personnel certification plays an important role in the formation of a reserve of managers [23].

The formation of an effective adaptation system involves a set of measures that allow an employee to successfully occupy a certain position with minimal losses, both for the employee and directly for the enterprise. This system is designed to overcome difficulties in the process of adaptation, as well as to increase the efficiency of the process of adaptation to operating conditions. According to experts, the implementation of this system should allow [24]:

1. To the enterprise: ensure the improvement of the employee's work efficiency and accelerate the process of his exit to the appropriate level of productivity; establish or support positive relationships in the team; prevent mistakes that new employees may make and minimize related losses; reduce the possible costs of experienced employees associated with helping new employees; decrease in staff turnover.
2. To the employee: enter into healthy labor relations; acquire the necessary professional skills and knowledge; reduce the level of nervous stress.

As practice shows, the employee adaptation system must include certain key

elements without which it cannot function successfully (Fig. 2)

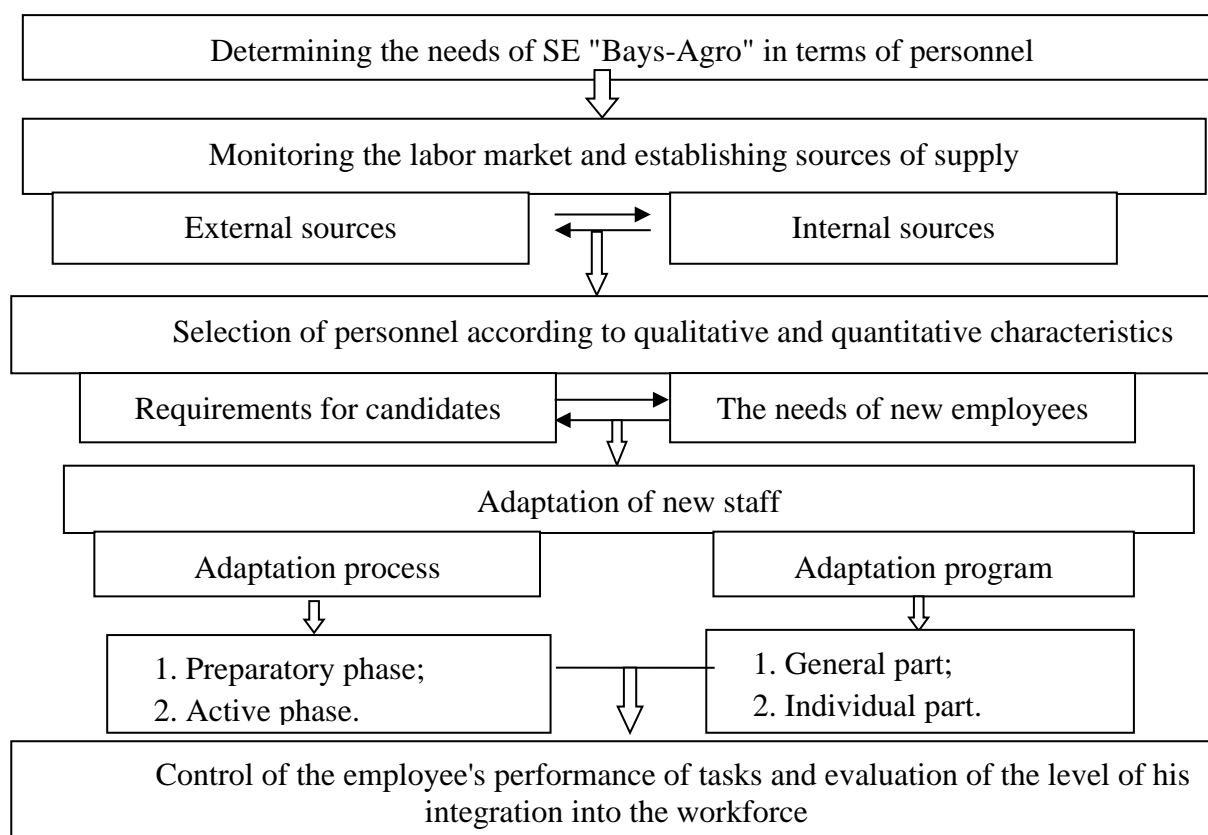


Fig. 2. The mechanism of attracting the personnel of SE “Bays-Agro”

After conducting the analysis, we can distinguish the following stages improvement of human resources management [25]:

- considering the organization's financial resources possible measures for the development of employees should be argued;
- in order to open new product sales markets, it is necessary to regularly analyze the progress of the field activities, as well as the level of professionalism of employees and the level of development of the latest technologies;
- periodic condition checks should be carried out companies today;
- in view of market factors, it should be carried out study of the material and economic levels of the organization, as a result of which the best should be chosen direction of the company's progress.

Based on personality, in order for the company to have the required level of personnel management, necessary: not only to maintain, but also to periodically improve working conditions and its safety; to provide appropriate modern equipment for improvement and acceleration of work performance;

- systematically improve management and progress of labor resources and work productivity in groups through training and taking the latest measures; properly



manage talented people, and also select them based on their professionalism and personal qualities, and place them in a suitable position.

If the company has talented and creative workers, then during process improvement management of such employees cannot be forgotten about their features. To manage such labor resources, the management of the organization should pay attention to: their characteristic way of expressing their own thoughts and ideas;

the possibility of providing such employees with a flexible or free work schedule; ensuring the growth of their qualification and professional level; supporting communication with such employees, in the course of which interesting ideas for the development of unique types of goods can be discovered, which will bring great profits to the company; support for visiting professional groups, where successful professionals in a certain area of work share their own experience and secrets of success; the fact that it is not possible to interfere with the work of employees from different departments in groups, as a result of which there is an exchange of skills and knowledge; organization of working hours in such a way that reduce unproductively spent working time to a minimum [8].

Taking into account the changes taking place in society in the context of reforming various industries and spheres of activity, significantly higher requirements are placed on the qualifications of employees. We believe that this salary system can be used in enterprises of various industries and will provide an appropriate level of salary depending on the abilities and performance indicators of employees. The approach of this system is aimed at evaluating the people themselves, their work in a team and the value of each individual employee for the company, regardless of whether it is a production area, a service area or a network business. For management accounting, this method of personnel evaluation will be 100% effective, because it is justified by specialists and built specifically for the human and production capital of a particular company.

Conclusions. In general, under the term "management "personnel" should be understood as a certain activity of the enterprise, which helps to draw up labor resources in the most effective way in order to achieve the desired result. Human resource management is needed in the latest methods of improvement, which showed us conducted research.

The effectiveness of enterprise management largely depends on the quality of the current personnel management system. The management system is understood as the multi-vector activity of the relevant departments of the enterprise, branch bodies and bodies of the central executive power, it covers a number of functional subsystems.

Having carried out calculations of labor efficiency indicators of management employees of SE "Bays-Agro", it can be concluded that in recent years management

costs have gradually decreased in the structure of the company's gross production cost. At the same time, there is also an increase in the costs of wages for managers in the structure of gross production and the wage fund.

We believe that the main reason for the increase is a decrease in the structure of expenses for the wages of employees directly employed in the production of products. So, this indicates that the efficiency of management personnel is gradually decreasing, because with higher management costs, the economy receives lower growth rates of gross output and net income.

If we pay attention to the performance indicators of management work, then here too there is a decrease in all the considered indicators. In particular, the production of gross products for 1 hryvnia. administrative expenses in 2021 decreased by 1.7% compared to 2017, and per employee of the management apparatus increased by 88.8% compared to 2017.

In the general assessment of the company's personnel supply, the actual and average number of personnel according to the company's needs is characterized, the composition and structure of the company's personnel is determined, the company's supply of individual categories of employees, the movement of the workforce, the professional and qualification level of the personnel, which depends on their age, work experience, education etc.

In general, the most basic recommendations can be determined from the material presented above. Therefore, they are the provision of a flexible or free work schedule; introduction of such incentives for improvement of work, both moral and material; permanent control of improvement of the qualification level employees.

Thus, it is productive personnel management, which includes caring for each employee and assuring him of tomorrow, that leads company to success.

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