

Theoretical Bases Of Improvement Of Mechanisms Of Management Of The Personnel Of The Enterprise

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Summary

The article summarizes the experience of world organizations allows us to formulate the main goal of the personnel management system: providing the organization with personnel, their effective use, professional and social development.

It is considered how the personnel management system of the organization is formed. Regularities, principles and methods developed by science and tested by practice in foreign countries were used as a basis for its construction.

Keywords:

organization, management, personality, management system

1. Introduction

In the theory and practice of management, a number of terms were used to reflect the participation of people in social production: labor force, personnel, personnel, labor resources, human resources. The term reveals various aspects of personnel management, changes in public attitudes.

The development of management was accompanied by a rapid change in public views, awareness of the role of man in the sphere of production. Practical experience and scientific research allowed to formulate the concepts of personnel management.

The personnel management process includes the organization of recruitment, selection, reception of personnel, its business assessment, career guidance, adaptation and training. The personnel management of an organization includes the processes of managing its business career and professional and professional promotion, motivation and organization of work, managing conflicts and stress, ensuring the social development of the organization, releasing personnel, etc. The organization of

personnel management should include issues of interaction between the heads of the organization and trade unions and services employment, personnel safety management.

2. Theoretical Consideration

The basis of the organization of personnel management of the organization is currently the increasing role of the employee's personality, knowledge of his motivational attitudes, the ability to form and direct them in accordance with the tasks facing the organization [1,3, 5-7].

Changes in the economic and political systems in our country at the same time bring both great opportunities and serious threats to each individual, the stability of his existence, and introduce a significant degree of uncertainty into the life of almost every person. Personnel management in such a situation is of particular importance, since it allows you to implement, generalize a whole range of issues of adapting an individual to external conditions, taking into account the personal factor in building an organization's personnel management system. Broadly speaking, there are three factors that affect people in an organization.

The first is the hierarchical structure of the organization, where the main means of influence is the relationship of "power - subordination", pressure on a person from above with the help of coercion, control over the distribution of material wealth [5].

The second is culture, i.e. developed by society, organization, group of people, joint values, social norms, attitudes of behavior that regulate the actions of the individual, force the individual to behave this way and not otherwise without visible coercion.

The third is the market, a network of equal relations based on the sale and purchase of products and services,

property relations, the balance of interests of the seller and the buyer.

These factors of influence are quite complex concepts and in practice are rarely implemented separately. Which of them is given priority, such is the appearance of the economic situation in the organization.

In the transition to the market, there is a slow departure from hierarchical management, a rigid system of administrative influence, and practically unlimited executive power to market relations, property relations based on economic methods. Therefore, it is necessary to develop fundamentally new approaches to the priority of values.

The main thing inside the organization is employees, and outside - consumers of products. It is necessary to turn the consciousness of the employee to the consumer, and not to the boss; to profit, not to waste; to the initiator, and not to the thoughtless executor, to move to social norms based on common economic sense, not forgetting about morality. Hierarchy will fade into the background, giving way to culture and the market [9].

HR organization services are created, as a rule, on the basis of traditional services: the personnel and recruiting department, the department of labor organization and wages, the department of labor protection and safety, etc. The tasks of the new services are to implement the personnel policy and coordinate labor management activities in the organization. In this regard, they begin to expand the range of their functions and move from purely personnel issues to the development of systems for stimulating labor activity, managing professional advancement, preventing conflicts, studying the labor market, etc.

In a number of organizations, personnel management systems are being formed that unite, under the unified leadership of the deputy director for personnel management, all departments related to work with personnel.

The organization of personnel management relies not only on the laws and patterns studied by various sciences related to management (management theory, economic cybernetics, etc.), but also on patterns inherent only in this process.

The principles of organization of personnel management (POPM) are the rules, basic provisions and norms that managers and specialists must follow in the process of personnel management. Learning the principles, people discover patterns, POPM reflect the requirements of objectively operating economic laws and patterns, and therefore they themselves are objective. There are many such principles, but under all conditions, personnel management is carried out on the basis of the following principles traditionally established in domestic organizations:

1. Scientific, democratic centralism, planning, first person, unity of management;

2. Selection, selection and placement of personnel; combinations of unity of command and collegiality, centralization and decentralization;

3. Linear, functional and target management, control over the execution of decisions, etc.

If the manager wants to ensure the stable existence of his enterprise, he must constantly perform all managerial functions. And you need to start with planning. Once the work is planned, it must be organized and employees trained to carry it out. The quality of work to a large extent depends on the incentives offered by the manager. Finally, in order to determine the accuracy of the implementation of plans, it is necessary to control the labor process.

Planning is understood as a systematic process of qualitative, quantitative and temporal determination of future goals, means and methods for the formation, management and development of an enterprise.

The plan is a complex socio-economic model of the future state of the organization. Usually, an organization forms a single plan to manage overall activities, but within its framework, individual managers develop their own plans to achieve specific goals and objectives of the organization. Thus, a map of the path along which the organization must go for a specific period of time is drawn up.

In any plan, there is always an organizational stage - the creation of real conditions for achieving the planned goals. The organization as a management function ensures the streamlining of the technical, economic, socio-psychological and legal aspects of the restaurant's activities. It is aimed at systematizing the activities of the manager and performers. Since all the work is done by people, then through this function it is determined who exactly should perform each specific task from a large number of them and what funds will be required for this [10].

Through organizational activity, that is, the distribution and unification of tasks and competencies, the management of relations in the enterprise should purposefully take place. Organization is a means of achieving the goals of the enterprise. From an economic point of view, the organization of activities leads to an increase in the efficiency of the enterprise. From the point of view of personnel management, it conveys the meaning of work and distributes it among performers.

Motivation is the process of activating the activities of employees, encouraging them to work actively to achieve their goals.

Staff motivation is the most important problem that managers of hospitality industry enterprises constantly solve. A number of studies have shown that excellent service is the main factor in attracting customers for the second, third time, and so on. For the first time, a client can

be lured by good advertising, a rich interior, and a varied menu. The second time he comes, no doubt, thanks to the professional work of the staff and the high quality of service received earlier. Therefore, in restaurants, a high level of motivation of employees and especially those who have a direct impact on customers and their perception of service must be ensured. Nevertheless, in practice, it is not uncommon for the majority of employees involved in multilateral personal contacts to be in the category of the least paid.

After the restaurant work plan is drawn up, labor is organized, motivation parameters are set, it becomes necessary to perform another management function - control.

Control is the process of measuring (comparing) the actual results achieved with the plan.

The control function in classical management should be understood as a type of management activity, thanks to which the organization can be kept on the right (correct) path by comparing its performance indicators with established standards (plans).

Management methods.

A management method is a set of techniques and ways of influencing a managed object in order to achieve goals.

In the practice of managing a restaurant enterprise, various methods and their combinations are simultaneously used.

The main groups of methods include:

- 1) economic;
- 2) organizational and administrative;
- 3) socio-psychological.

Economic methods of management.

Management relations are determined primarily by economic relations and the objective needs and interests of people underlying them, therefore they are given a central place.

For economic management methods to be effective, it is necessary, at a minimum, to ensure that the organization is "responsive" to economic incentives. Only under conditions of justified independence is a real approach to the economic methods of management possible: the team manages material assets, income (profit), wages and realizes its economic interests. Economic methods contribute to the identification of new opportunities and reserves. We are talking about changing the system of material incentives, taking into account the economic interests of all participants in the production process.

Economic methods involve the development of general planning and economic indicators and the means to achieve them. As a result of increasing the effectiveness of economic levers and incentives, conditions are formed

under which the labor collective and its members are encouraged to work effectively not so much by administrative influence (orders, directives, instructions, etc.) as by economic incentives. On the basis of economic methods of management, organizational-administrative and socio-psychological methods should be developed and strengthened, professionalism and culture of their application should be raised.

Organizational and administrative methods of management

Based on direct directives. The objective basis for the use of these methods is the organizational relations that are part of the management mechanism. The task of organizational and administrative activity is to coordinate the actions of subordinates. No economic methods can exist without organizational and administrative influence, which ensures clarity, discipline and order of work in a team. It is important to determine the optimal combination, the rational correlation of organizational-administrative and economic methods [11].

Organizational and administrative methods have a direct impact on the managed object through orders, orders, operational instructions given in writing or orally, control over their implementation, a system of administrative means of maintaining labor discipline, etc. these methods are regulated by legal acts of labor and economic legislation.

There are three forms of manifestation of organizational and administrative methods:

- obligatory prescription (order, prohibition, etc.);
- conciliatory forms (consultation, resolution of compromises);
- recommendations, wishes (advice, clarification, proposal, etc.).

All forms of organizational and administrative methods are united in one thing: these are direct tasks and orders from higher authorities, which are aimed at complying with laws and regulations, orders and orders of managers in order to optimize production processes.

Organizational and administrative methods are distinguished from other methods by a clear targeting of directives, the obligation to comply with orders and instructions, failure to comply with which is regarded as a direct violation of executive discipline and entails certain penalties.

In the practice of managerial activity, administrative influence is usually associated with three types of subordination:

- forced and externally imposed, which is accompanied by an unpleasant feeling of dependence and is understood by subordinates as pressure "from above";

- passive submission, which is characterized by satisfaction associated with liberation from making independent decisions;

- conscious, internally justified, which satisfies both the manager and the subordinate.

The use of organizational and administrative methods of management creates favorable conditions for the existence and development of a managed system, has a targeted impact on the object of management. The characteristic features of direct influence include the direct connection between the leader and the subordinate. However, direct influences ultimately lead to an increase in the passivity of subordinates, and sometimes to covert disobedience. Indirect methods of influence are most effective when they are carried out by setting a task and creating stimulating conditions.

Socio-psychological methods of management

Socio-psychological methods are a set of specific methods of influencing personal relationships and connections that arise in work collectives, as well as the social processes taking place in them. They are based on the use of moral incentives for work; they influence a person with the help of psychological techniques in order to turn an administrative task into a conscious duty, an internal human need.

The main goal of applying these methods is the formation of a positive socio-psychological climate in the team, thanks to which educational, organizational and economic tasks will be solved to a large extent.

Techniques and methods of socio-psychological influence are largely determined by the preparedness of the leader, his competence, organizational skills and knowledge in the field of social psychology. Socio-psychological methods of leadership require that at the head of the team there be people who are flexible enough, able to use a variety of management techniques.

As the main forms of organization of personnel management, such forms as motivation and stimulation of personnel are used. Let's consider these forms together. [10].

Motivation is a kind of program that is embedded in every person and determines the motives of his behavior. This program is most often innate, although under the influence of various life circumstances, it certainly undergoes changes.

Stimulation - these are the ways and tools that can influence the motives inherent in a person.

There are many theories of motivation. One of the most successful is the theory of motivation by Vladimir Gerchikov, which is widely used in the organization of personnel management. Its advantage lies precisely in its relevance for business, as it provides tools that are well

applicable in practice. According to this theory, there are five main types of motivation:

1. Professional. It is typical for people who are interested in constant growth and development. Work for them is first and foremost an interest. They study with pleasure, read specialized, professional literature, and raise their professional level on their own initiative.

2. Instrumental. It is typical for people for whom work is primarily a tool for making money, and not at all an interest in the profession as such. Such a specialist is primarily interested not in what he will do, but how much he will be paid for it. But we must understand that the goal of people with this type of motivation is not just to get more, but to earn money. These people are just not slackers. They are ready to work hard and hard, but they will always demand an appropriate reward for this.

3. Lumpenized. It is typical for people whose goal is to work less. At the same time, people with this type of motivation are ready to receive just enough for their work just to survive. Work for them is nothing more than a forced necessity. A typical example of a person with this type of motivation is an employee who is constantly engaged in the most low-skilled work, and not because of the circumstances.

4. Master's. Inherent in people who feel personally responsible for everything they do. Their motto is: "I am the owner, I am responsible for everything." This type of motivation is typical (or rather, should ideally be typical) for the owners and managers of enterprises.

5. Patriotic. As the name implies, this is a type of motivation in which the determining factor for a person is work in a particular area or a particular company. Such people are driven by belonging to a certain professional circle, pride in their enterprise. It is extremely important for them that they work in this particular company.

Undoubtedly, there are no people who would have only one type of motivation. A person can have professional, business, and patriotic motives. Nevertheless, for any person, one can single out the dominant type of motivation that determines his behavior and attitude to work.

The dominant type of motivation characteristic of a person from birth can change under the influence of various external circumstances. So, for a specialist with a dominant professional motivation, who has reached a certain "ceiling" and wants to take a leadership position, the master's motives inevitably increase. And if he takes, for example, a loan, the instrumental motives in his behavior, due to the need to earn money in order to pay off the creditor, begin to play a more significant role.

We must understand that there are no good and bad types of motivation. It's just that every employee with a dominant type of motivation inherent in him should be "in his place."

Stimulants, however, as well as penalties, are different for employees with different prevailing types of motivation. A person with professional motivation is not too stimulated only by money. It is very important for him to have an idea about the prospects of his career. Such a specialist may be very interested in a relatively free work schedule, certain concessions. As a rule, it does not need to be strictly checked, as it will gladly do its job. But a person with a lumpenized motivation needs to be checked. Moreover, if the "lumpen" did not come, for example, to work on time, he should also be severely punished. But it is unlikely that material punishment will be effective. A person with under-motivated motivation will not quit if, as a punishment, he is forced to do an additional amount of not the most pleasant work or put in an uncomfortable shift. But the degree of impact of such punishment will be much more significant than the usual pecuniary penalty.

As for the master's motivation, all leaders should have it. Otherwise, they simply will not be able to bear the responsibility that their position implies.

A survey of specialists showed that currently the greatest efforts of HR departments (in terms of time spent) are aimed at improving labor relations, selecting candidates for vacant positions, developing and implementing training programs and social development programs, as well as organizing wages. At the same time, not in all cases they can independently make the appropriate decisions, but share this responsibility, primarily with line managers and with other services.

Conclusions

Thus, we consider it necessary to develop the terms of the employment contract in such a way that the text of the contract itself contains a clause that would specify the exact amount of time that the new employee is required to work after training, and indicate the options for "compensation": monetary compensation for training from the side of the employee leaving earlier specified in official documents.

So, in order to improve the personnel selection process, we propose:

the use of documents in the form of specialized tests, and we also recommend that management introduce the practice of working with resumes at the enterprise;

advanced training courses for the HR manager, where he will receive the practical skills of a psychologist, necessary for him to carry out a better selection of personnel;

a personnel selection procedure consisting of several stages, at each of which the HR manager evaluates candidates for a vacant position according to a number of criteria, which will help reduce the number of errors on

the part of the HR manager and, accordingly, improve the quality of selection at the enterprise.

Special conditions of the employment contract for candidates without work experience who need training at the expense of the company, which will significantly reduce the turnover that occurs as a result of "departure" to competing firms.

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