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PROBLEMS OF FORMATION AND EFFECTIVE USE OF ENTERPRISE STAFF

ABSTRACT

Introduction. *The article studies the processes of formation and implication of the personnel of the enterprise in terms of labor market development. The recommendations for improving the formation of the personnel as a factor in improving the efficiency of activities are developed.*

Goal. *Study of processes of formation and efficiency of implication of the personnel of the enterprise in the conditions of development of the labor market, as well as development of recommendations on improvement of formation of the personnel of the organization as the factor to increase the efficiency of its activity.*

Results. *The peculiarities of the personnel formation and implication the LLC «Pearl of Podillya» have been revealed, in particular, the open personnel policy of the LLC indicates the transparency of the enterprise for potential employees of any level. More than 30% of the employees are under 40 years of age and have the appropriate professional knowledge and skills.*

Disappointing trends in the dynamics of the number of employees of the LLC (the annual decrease in the number of employees, which is reflected in the increase of fluctuation on dismissal (30% in mid –2020), decrease in fluctuation on admission – 35%) are pointed at.

The article emphasizes that combination of economic and social perspectives must be taken into account when improving the personnel management system at a limited liability company.

It is proposed to take into account the experience of other countries and successful companies in the sphere of personnel development. However, copying foreign methods of work with staff without taking into account the characteristics of Ukrainian enterprises can have a significant negative effects – both economic and psychological, because in the work with people the mentality, traditions, features of the spiritual and socio-economic environment in which individuals grew and formed are of great importance.

The recommendations, proposals and measures have been developed to improve the problem of raising the efficiency of the organization in the sphere of formation and implication of the personnel.

Keywords: *personnel formation, personnel work, personnel evaluation and selection, personnel hiring, personnel management.*

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ПРОБЛЕМИ ФОРМУВАННЯ ТА ЕФЕКТИВНЕ ВИКОРИСТАННЯ ПЕРСОНАЛУ ПІДПРИЄМСТВА

АНОТАЦІЯ

Вступ. В статті проведено дослідження процесів формування та використання персоналу підприємства за умов розвитку ринку робочої сили, розроблено рекомендації щодо вдосконалення формування персоналу як чинника підвищення ефективності діяльності.

Мета. Вивчення процесів формування та ефективного використання персоналу підприємства в умовах сучасного розвитку ринку праці, а також розроблення рекомендацій щодо вдосконалення формування персоналу організації як чинника підвищення ефективності його діяльності.

Результат. Виявлено особливості формування і використання персоналу на ТОВ НВА "Перлина Поділля", зокрема відкрита кадрова політика ТОВ вказує на прозорість підприємства для потенційних співробітників будь-якого рівня. Більше 30% працівників перебувають у віковій категорії до 40 років та мають відповідні професійні знання та навички.

Вказано на неутішні тенденції щодо динаміки чисельності персоналу ТОВ (щорічне зменшення чисельності працівників, що відображається у збільшенні показника обороту за звільненням (30% на середину 2020 р.), зменшення обороту за прийомом – 35%).

В статті здійснено наголос, що при удосконаленні системи управління персоналом на ТОВ необхідно враховувати поєднання економічних та соціальних перспектив.

Запропоновано врахувати досвід інших країн та успішних компаній у сфері розвитку персоналу. Проте, копіювання зарубіжних методів роботи з персоналом без врахування особливостей українських підприємств може мати значний негативний ефект – як економічний, так і психологічний. оскільки у роботі з людьми велике значення мають ментальність, традиції, особливості духовного та соціально-економічного середовища, в якому вирости і сформувалися особистості.

Розроблено рекомендації, пропозиції і заходи щодо вдосконалення проблеми підвищення ефективності забезпечення організації формування та використання персоналу.

Ключові слова: формування персоналу, кадрова робота, оцінка та відбір персоналу, найм персоналу, управління персоналом.

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Problem statement in general and its connection with important scientific and practical tasks.

Nowadays the personnel of the enterprise is one of the most important types of its capital. In this regard, the work of personnel management has come to the foreground and is one of the main tasks set before the management staff.

Activization and development of the potential of the enterprise personnel and the related social problems are not solved automatically. Meanwhile, the efficiency and competitiveness of enterprises, the ability to master the latest technologies largely depend on their solution. It is due to the intensification of production, the development of scientific and technological progress, which are structural changes in the economy caused by market relations. Hence, effective business activity and high competitiveness are achieved through the optimal combination of all resources of the enterprise. Inefficient use of at least one resource leads to some reduction of the production, decrease in quality and, consequently, reduction of competitiveness of the enterprise.

The priority is the issue of personnel formation as a process of providing the company or organization with the personnel of the required quality in the required number. It is thanks to the successful formation of a staff that you can expect the successful use and effective functioning of the entire organization in the future. The processes of renewal, replenishment of the staff, development and improvement of competencies of the employees, their movement in the enterprise occurs throughout its lifetime activities, therefore the implication of the staff is continuous.

Unfortunately, at present there is no purposeful state policy in the sphere of personnel management, so consideration of this issue is very important for both the state and the enterprise itself.

The analysis of recent research and publications. Among the scientists who have devoted their work to the study of the problem of formation and implication of the personnel can be pointed out the following ones O. Grishnova, V. Danyuk, A. Kolot, O. Kuzmin, V. Onikienko, F. Khmil, S. Shekshnya, G. Shchokin. However, despite the significant number of scientific papers on the problems of personnel management, their acuteness has not decreased. This is due to the fact that nowadays employees are presented with new requirements and skills of work with new equipment, a positive perception of organizational changes, a constant improvement of their qualification.

The effectiveness of the personnel management system functioning is determined by its contribution to the achievement of organizational goals. Problems of formation of highly professional personnel in the conditions of instability of production are considered.

Goal. Study of processes of formation and efficiency of implication of the personnel of the enterprise in the conditions of development of the labor market, as well as development of recommendations on improvement of formation of the personnel of the organization as the factor to increase the efficiency of its activity.

Presentation of the main research material. The main purpose of personnel management is to provide the enterprise with employees who meet its requirements, to achieve professional and social adaptation of these employees.

The main tasks of the personnel management structure of LLC «Pearl of Podillya» are to plan the enterprise's needs manpower, to search and select necessary employees, to train and improve their skills, to manage work motivation, to create conditions for increasing productivity, to control the change of the status of employees, legal issues of labor relations.

The open personnel policy of the enterprise is characterized by the fact that the company is transparent for potential employees at any level. Here they are ready to hire any specialist, if he has the appropriate qualification without taking into account the experience of work at the enterprise.

The staff of LLC SPA «Pearl of Podillya» covers several gender and age groups of employees who have different potential opportunities, depending on the jobs and positions they hold.

Qualitative features of the personnel of the enterprise are its educational, professional, qualification levels, work experience in the specialty and in this enterprise. Quantitatively, the staff of the enterprise is characterized by its number in terms of a certain age, gender, or professional qualification group, as well as the number of working hours. Also, changes in the number are reflected in relative indicators: staff fluctuation, turnover ratios on acceptance, turnover on dismissal, absenteeism, variability and consistency.

Relative indicators of staffing according to the staff schedule or workplaces (shortage in LLC) are also the subject to research. The shortage is a problem, the solution of which requires expenditures for training, providing accommodation, transport, new contingents of employees.

An important feature of the enterprise staff is the age of employees. It should be noted that more than 30% of them are in the age group up to 40. Employees of this age group have the appropriate professional knowledge and skills, are able to master new technologies and methods of work and can, under favorable conditions, implement the accumulated abilities in the process of work. Younger workers have the necessary knowledge, young workers are more mobile, more sensitive to changes, have the opportunity to learn quickly and implement innovation aspects of work, and so on. And the advantage of older employees is a considerable work experience, which allows them to perform their duties well. This group of employees is characterized by the greatest consistency. However, the staff has almost no opportunity for career growth due to the lack of a multi-level organizational structure. Absence opportunities to provide training for employees with further wage growth in accordance with the acquired qualification level does not motivate to productive work either.

The studies reveal disappointing trends in the staff number dynamics. With the annual decrease in the number of employees, which is reflected in the increase in the turnover rate on dismissal (30% by mid – 2020), there is also a decrease in turnover on hiring – 35%.

The negative thing is also a decrease in the coefficient of the consistency of the staff. It is a manifestation of destructive attitudes and instability of the staff, as employees tend to leave the company. However, not the least role is played by trends of a social nature, independent on the management policy of this particular enterprise. Taking into account the deteriorating living standards and rising inflation, as well

as obtaining the right to visa-free border crossing with the European Union countries, it can be assumed that employees are not inclined to stay at their enterprise for long, as they may receive incomes several times higher in neighboring Poland, the Czech Republic, Hungary and Slovakia. They are also inclined to do that by working conditions in Ukraine. The traditional practice is to discriminate against employees on the basis of working hours (they often work 12-14 hours a day). When comparing incomes in Ukraine and EU countries (even on the basis of illegal labor), the result is not in favour of the choice of a job at local enterprises.

The evaluation of the staff of LLC SPA «Pearl of Podillya» according to the above-mentioned criteria of the competence approach has allowed to determine that most employees have the necessary business and personal competencies, which is the result of successful recruitment of the staff at the enterprise as well as development and improvement of professional skills of employees.

Inefficient implication of the personnel significantly reduces the level of qualification and efficiency of employees, labor productivity, increases the material and moral aging of the fixed assets, increases material consumption of the products, leads to a significant increase in the cost of services and reduces the efficiency.

Improving the system of personnel formation and its use in Ukrainian organizations in general and at LLC SPA «Pearl of Podillya» in particular should be based on foreign experience. First of all, it is a question of adoption by heads of firms and companies of foreign progressive experience concerning the use of certain methods or ways of effective providing the enterprise with the personnel. It also applies to state financing and motivation for inside training the staff, introduction of new methods of staff evaluation, focusing on staff motivation, moral and material incentives for all employees to highly efficient work.

The digital age presupposes the use of new methods both in the formation and in the implication of the personnel. The modern methods are worth noting, as they have already been widely used in recent years in the labor markets of developed countries. Today, many management functions, including personnel management, are digitized (Table 1).

Table 1

Modern methods of personnel formation and implication in countries of developed economies

Methods of personnel formation (hiring)	Methods of personnel implication
Inclusive vacancy announcements	Widespread implication of flexible work schedules and remote employment
Software advertising	Evaluation of the final results of work
Video interview	Attracting employees
Management of relationship with candidates	The use of cloud technology in communications
Benefits of gig-economy	Creating conditions for continuous learning and upgrading skills
Attracting passive candidates	Interfunctional cooperation
Programs of hiring advised employees	Participation of employees in the assets of the enterprise
Mobile messaging	Transparent corporate social responsibility strategies
Review of employer's sites	Decentralization of management, effective feedback
Social networks	Encouragement of creativity
Personnel marketing, hiring marketing	Wide application of career planning
Aging manpower management	Creating special management approaches in individual companies that are appropriate just for them
Data bank with a "talent pool"	Division of one job between two performers
Formation of positive experience of candidates	
Joint employment	
Virtual reality (VR)	
Hiring based on data and HR analytics	
Artificial intelligence (AI)	

Note. Compiled according to the data [9; 10].

The process of staffing with a focus on involvement requires certain steps from staff managers and enterprise management, because as the experience of modern foreign companies and successful Ukrainian companies, modern employees tend to leave the enterprise easily within 1,5-2 years, if they are not offered prospects and career growth, or at least the time to discuss these issues with the manager are not found [9].

In order to determine the ways to improve the efficiency of staff formation, it is necessary to have a detailed description of this staff, to analyze each employee and the compliance of his qualifications with the position etc.

The attention is worth paying to the following areas of improving the efficiency of personnel training, which, in turn, will increase productivity, output and other important economic indicators: to organize all employees without exception to verify the accordance of theoretical and practical knowledge to the position or job; to dismiss unskilled and low-skilled workers and accept highly qualified ones for their positions – on a competitive basis from among their employees or to offer retraining to employees; to defend the possibility of timely staff rotation; to organize retraining and advanced training of employees at the enterprise in order for employees to master related professions; to appoint employees of their enterprise at the vacancies upon retirement, if is possible; to interest and create conditions for getting of higher and secondary special education by a wide range of workers without discontinuing work; to inform regularly the staff about vacancies and the prospects of the enterprise, to ask the employees to recommend vacancies to their friends and acquaintances.

When finding and selecting staff, it is important for the enterprise to adhere to several principles that will not only allow to choose the best candidates to fill existing vacancies, but also facilitate their easy entry into the organization and quick reaching the level of performance that meets the requirements.

Recruitment and selection of the personnel should not be seen as a simple recruitment for a specific job, they should be related to the general context of the programs implemented in the field of personnel management, designed to ensure the achievement of enterprise goals and success in implementing the strategy developed by the management staff.

We believe that when improving the personnel management system at LLC, it is necessary to take into account the combination of economic and social prospects. From the economic point of view it is expedient: firstly, to provide growth of efficiency on the basis of constant technical and organizational improvement of the enterprise; secondly, to improve the system of remuneration for the personnel.

It is clear that the formation of the compensation package is limited by the financial capabilities of the LLC, but it will allow to develop a clear system of payment for employees, and on the other hand it does not require too high expenditures, because the transparent compensation system increases loyalty of the employees to the enterprise, reduces deviant inclination of some employees to get unaccounted profits at the expense of the enterprise .

In order to overcome the negative trend to staff reduction and staff fluctuation, it is necessary to generate the interest in the overall result and not only in the current period, but also in the long run (at least for a year). According to the experience of Japanese business, the payment of bonuses for the results of the performance of the entire firm at the end of the year has a positive impact on the stability of staff and the achievement of the even optimal productivity throughout the year.

In social terms, changes in the personnel management system should be aimed at maximizing the implication and development of the abilities of the employees of the enterprise, as well as at creating a favorable psychological climate.

Successful improvement of the system of formation and implication of the personnel will strengthen the overall state of the enterprise, will improve its reputation among the clients.

Conclusions and prospects for further explorations. One of the main tasks of the enterprise should be to improve the quality of staff. Therefore, it is necessary to pay attention to the following aspects and introduce possible changes at the enterprise: analyze the professional, educational and age composition of the staff, as well as other socio-demographic data in order to use them to improve the quality of the staff, to plan relevant aspects of social development; to organize and provide staffing of the enterprise with employees of all categories, necessary professions, specialties and qualifications according to the labor plan; to study the business and personal characteristics of employees to move them to other positions; to do calculations and to make applications for the needs of the enterprise in young specialists and skilled

workers; to perform the work on assistance in training employees of the enterprise without discontinuing work, and also on the account and control of results of their training; to keep records of incentives and rewards for workers and employees; to organize attestation and other types of evaluation of managers and specialists, as well as financially responsible persons, since attestation is one of the successful conditions to improve the quality of the staff; to control the implication of workers and employees in accordance with their profession, specialty and qualification.

Starting to implement an effective system of formation and implication of the personnel at the enterprise, it is worth paying attention to the analysis of the labor market, because it is of great importance. It is advisable to choose, mainly within the enterprise a source of recruitment that would correspond the purpose of hiring. Promotion of its employees will be cheaper. In addition, it will increase their interest, improve the moral and socio-psychological climate at the enterprise and will strengthen the commitment of the employees to the enterprise. However, we should not forget that the enterprise human resources are depleted over time and it is necessary to attract highly qualified personnel from outside.

One of the main tasks of the enterprise should be the analysis of the labor market. After all, the quality of the work performed to hire highly qualified personnel will depend on how well the labor market will be researched and if it will be known what personnel it has. That is, if it is not known what employees the labor market can offer for the company, then it is unknown what the requirements for candidates should be and how they can be involved to achieve the goal.

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