

# EMERGING TRENDS IN ACCOUNTING, FINANCE, MARKETING AND HUMAN RESOURCE MANAGEMENT



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# FORMATION OF SYSTEM-ORIENTED PERSONNEL MANAGEMENT OF THE ENTERPRISE

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## **1. Introduction**

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Insufficiently flexible concept of personnel policy does not allow industrial enterprises to operate effectively in conditions of instability and unpredictability of market changes, which lead to the application of innovative approaches in personnel management, introduction of modern technologies of personnel work, new requirements for mobile reorientation of human resources. The main aspect of progression and the main factor influencing the growth of industrial enterprises is the development of personnel management system, which must meet the challenges of nowadays and ensure effective operation in the long-term perspective, to increase their competitiveness.

Personnel management, as a multifaceted and extremely complex process, has its own specific properties, patterns that require a systemic nature and completeness based on a comprehensive solution of personnel problems, the introduction of new and improvement of existing forms and methods of work [1, p. 5]. This requires the study and analysis of the author's approaches to the very concept of "personnel management", as some authors operate with the purpose and methods of achieving it, that is focus on the organizational side of management. At the same time, other authors note the substantive part that reflects the functional side of management. Unpredictable and constant variability of the external environment requires that existing methodological and organizational approaches to personnel management be constantly reviewed and, if necessary, be instantly rationally adjusted or adapted to the relevant business conditions as interconnected elements, principles, tasks, resources, etc. of a single purposeful process [2].

Despite the vast experience and a significant number of scientific developments of domestic and foreign scientists, today the basic question is to supplement, clarify the formation of modern approaches to personnel management system according to the requirements of the time and ensure effective personnel management in domestic enterprises as a basis for improving effective management personnel based on the construction of a comprehensive system of personnel management evaluation.

## **2. Methodology**

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Methods of structural-logical analysis, generalization and synthesis were used to highlight the main factors influencing the formation of the personnel management system and the approach to its construction, which allowed to offer a comprehensive personnel management system that creates prerequisites for efficiency, effectiveness and efficacy of each of its subsystems. The

methodological basis of the algorithm of complex assessment and development of a set of measures to improve the efficiency of the personnel management system are system and process approaches. The theoretical basis of this study are the scientific concepts of the theory of personnel management, as well as the work of Ukrainian and foreign scientists, which are devoted to the problems of development of the personnel management system of industrial enterprises.

### **3. Results**

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Personnel management is one of the most important tasks of enterprise management as a whole. The overall productivity of the enterprise depends on an effective personnel management system, which is the most important lever for achieving positive results in the activities of the entity as a whole. Personnel management influences the optimal conditions for creative initiatives and effective work of staff to achieve the goals of the enterprise. In every company, the relationship with staff is one of the key points, as a result of which it develops successfully, and therefore the role and importance of personnel management can not be exaggerated [3].

Most researchers in the research of personnel management use a systems approach, according to which the “system” can be defined as a set of elements, in some way related and interacting with each other as a whole to perform the specified target functions according to the intended tasks. In this case, the “target function” defines a certain (perhaps conditional) external to the system situation, the implementation of which the system seeks. Kovalenko I.I., Bidyuk P.I., Gozhiy O.P. note that the system can also be an object characterized by the composition of the elements, the structure of their relationships, parameters and has at least one input and one output, which determine the connection with the external environment, where the laws of behavior and change behavior when appearance of control influences [4, p. 11]. Landsman V.A. under the system proposes to understand many structurally dismembered interconnected and interacting elements that perform certain functions and create some holistic unity, with new, integrative properties that are not reduced to the sum of the properties of individual elements and aimed at achieving a clearly defined goal [5, p. 2].

In general, the personnel management system of the enterprise is formed by the control and management subsystems, direct and feedback channels, as well as the environment [6, p. 11-12], which significantly affects the performance of the personnel management system.

Thus, the personnel management system is proposed to be defined as a set of

structurally interconnected control and management elements that interact in some way through direct and feedback channels in the process of performing the specified target functions in relation to the external and internal environment of the entity and form a holistic unity that has new (or improved), integrative properties that provide a synergistic effect in the implementation of control effects.

Control of any system can be thought of as the detection (by transmitting direct communication command information) of the control subsystem on the managed one. From here, the feedback subsystem receives information about its status through the feedback subsystem. In addition, these subsystems also have information links with the environment [5, p. 3].

The personnel management system of any entity is designed to continuously improve the methods of working with staff and the use of the achievements of domestic and foreign science and practice and the best production experience. The essence of personnel management is the formation of organizational and economic, socio-psychological and legal relations of the subject and object of management. These relations are based on the principles, methods and forms of influencing the interests, behavior and activities of employees in order to use them effectively.

The personnel management system ensures effective work in the field of personnel and eliminates the shortcomings that arise in the process of work. Authors Pogrebnyak A.Yu., Linnik I.M. consider the personnel management system with the separation of external and internal factors that influence its formation [7, p. 4]. External factors include: human resources market, labor law requirements, conjuncture of human resources market conditions, demography, labor migration. The internal include: the goals of the enterprise, corporate governance, personnel, organizational culture, the specifics of personnel management and prospects for development. In our opinion, such a system does not fully reflect the current factors that have a direct impact on the personnel management system. The analysis of the state of the modern human resources market, which forms the personnel of enterprises, shows the increasing importance and strengthening of the influence of such a factor as labor migration, because in recent years there has been an increase in labor migration from Ukraine to other countries. Ukraine is one of the largest suppliers of labor to European and other countries, which significantly affects the quantitative and qualitative indicators of personnel of domestic enterprises. No less important factor influencing the formation of the personnel system is the changing demographic situation in the country. The current demographic

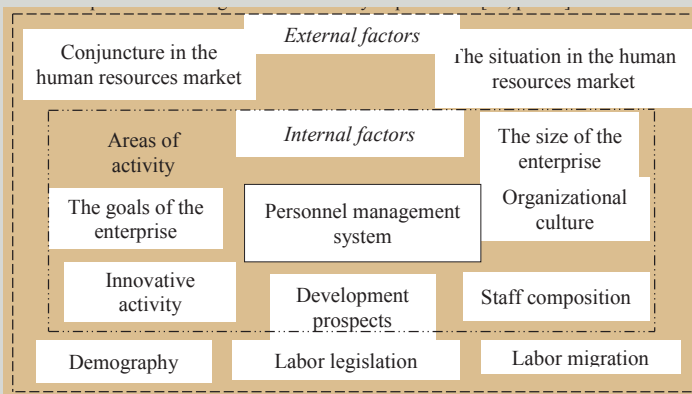
situation in Ukraine is characterized by low natural growth, aging population, increasing the “load” on its working part, the intensification of migration processes [8, p. 90].

As practice shows, modern enterprises achieve high results only under the conditions of systematic and purposeful innovative activity, which is provided, first of all, by the presence of innovative employees in the staff. The main features of employees of the innovative type are the ability to learn and produce new knowledge. In order to intensify the innovative work of specialists in industry, it is necessary to apply various directions at all economic levels to create interest in specialists, which will cause them the need for creative work and strive for achievement [9, p. 291]. Thus, the innovative activity of staff is a very powerful internal factor and resource that is recommended to be included in the personnel management system. Given the above, an additional list of factors influencing the personnel management system is proposed, which is shown in fig. 1.

The personnel management system is a flexible tool that takes into account the needs of staff capable of fully developing, implementing and using innovative measures for the enterprise. It follows that the prerequisites for development are determined primarily by the presence of specialists who are able to form, develop and implement new ideas. Only in a developed and competitive market environment, all the principles of innovative development and management can be fully implemented [10, p. 343].

**Figure-1**

**Factors influencing the external and internal environment on the personnel management system**





Methods and tools of personnel management, which, most likely, reveal innovations, can be combined into blocks [7, p. 5-6], which are clarified, supplemented and relate to the following functions:

- 1) personnel planning: preliminary work on building an innovation system by developing a management strategy and personnel management strategy, human resources analysis and planning and forecasting staffing needs;
- 2) staff development: includes all internal and external training activities aimed at improving the skills and competence of employees, personal knowledge of each employee and what they should do to ensure that this innovation is implemented in practice. This block is aimed at continuous professional training, introduction and adaptation of new employees, as well as the evaluation of candidates for the vacancy, continuing regular monitoring of career and professional development of staff, work organization, etc ;
- 3) motivation: aimed at performing the functions of motivating the staff of the enterprise, regulates and tariffs the labor process, forms a system of remuneration, develops moral and material incentives for employees of the enterprise, organizes regulatory and methodological support of personnel management. It is extremely important that this is, first of all, a system of compensations and bonuses, but it is also very important in the current conditions to have motivational forms, methods of intangible incentives for employees;
- 4) innovation in the field of personnel management: creates relationships and division of tasks between employees who are directly involved in innovation activities at the enterprise. It also includes periodic or continuous testing of actual innovation performance against forecasts. The purpose of this unit is to develop special instrumental and technological knowledge on how to act on the basis of scientific vision in certain circumstances according to a system of approaches to have an innovative project implemented through innovation, foreign experience, modern information and communication technologies, which can be integrated into innovative developments in a particular enterprise.

Qualitative organization of personnel management should take into account several key provisions, namely: high professional level and qualification and competence of both management and performers, through a well-established

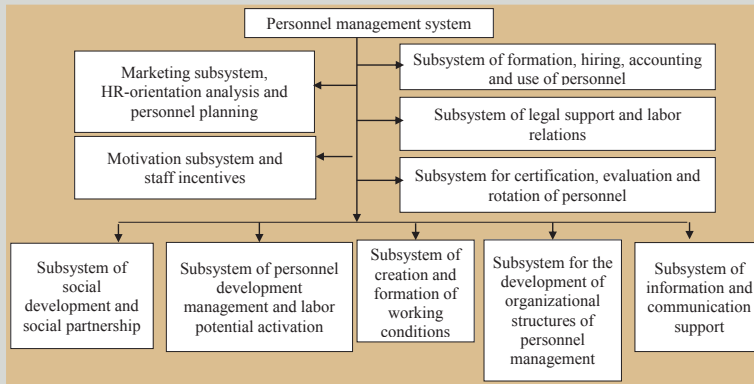
system of motivation of employees to develop competency-professional skills of high productivity and dedication.

Research conducted in the field of structural components of the personnel management system, allowed the authors to identify its key subsystems. So in the work of Godyashchev M.O. the personnel management system of the enterprise includes its key components, which are: the subsystem of legal support of the personnel management process; information support subsystem of the personnel management process; subsystem for creating working conditions; personnel development management subsystem; staff motivation subsystem; personnel evaluation subsystem; personnel hiring and accounting subsystem; subsystem of analysis, personnel planning [11, p. 77]. Authors Bondarenko N.V., Panteleev M.S., Ovod M.V. to the above subsystems for the personnel management system are added the following subsystems: personnel marketing; labor relations; social development; staff incentives; development of organizational management structures [12, p. 271]. Sardak O.V. the personnel management system includes the following subsystems: HR-landmarks and planning; development and activation of labor potential; social development and social partnership; certification and staff rotation; formation and use of personnel, etc. [13, p. 305].

Generalization and systematization of these approaches and own research on the structural characteristics of the personnel management system allowed to recommend the structure shown in fig. 2. Thus, it can be noted that the personnel management system consists of subsystems, each aimed at optimizing the management of a particular element. That is why companies need to form and use a comprehensive personnel management system for the efficiency, effectiveness and efficacy of its subsystems.

**Figure - 2**

**The structure of the personnel management system at the enterprise**



Studies show that modern domestic enterprises are in almost the same position in terms of opportunities to attract and use different kinds of resources. And since the main resource of the business entity is human resources, or its staff, a quality management system of this resource is aimed at achieving a high level of business activity of the enterprise. The realization of the labor potential of the staff directly affects the personnel activity of the enterprise, the manifestations of which can be traced through the quantitative and qualitative composition of employees, their turnover; high level of intellectual potential; increase productivity; staff satisfaction with working conditions; career opportunities; high corporate culture.

The rising of business activity of the enterprise should be promoted by increase of efficiency of the personnel management system of the enterprise that, in turn, is provided by increase of its adaptability to constant changes in the aggressive competitive environment and internal organizational transformations at the enterprise. The level of staff adaptability depends on the analysis of cases in the personnel management system according to the results of evaluation of this system as a component of a particular enterprise. In our opinion, the most comprehensive assessment of the effectiveness of the personnel management system of the enterprise will assess the current state and characterize the ability of the management subsystem to perform the functional responsibilities of each structural unit and the enterprise as a whole. The purpose of the comprehensive assessment is to analyze and study the current state of socio-economic efficiency of the personnel management system, its assessment and development of a set

of measures to improve the personnel management processes of the enterprise. And such an assessment should be system-comprehensive, overall and focused on the effective use of the potential of the enterprise.

Hetman O.O., Chaban L.I. defining the personnel management system as the interaction of the system, organizational, economic and social measures to create unfavorable conditions for effective functioning, development and effective use of labor at the enterprise (organization) level, proposing an algorithm for building a comprehensive system for evaluating personnel management system important issue [14, p. 26-27].

Taking into account this approach and the results of our own research on the personnel management system of the enterprise, an algorithm of the process (fig. 3) of improving the personnel management system of the enterprise on the basis of analysis of the current state of this system to substantiate a set of measures to improve the efficiency and long-term development of the personnel management system of the enterprise in a competitive market environment.

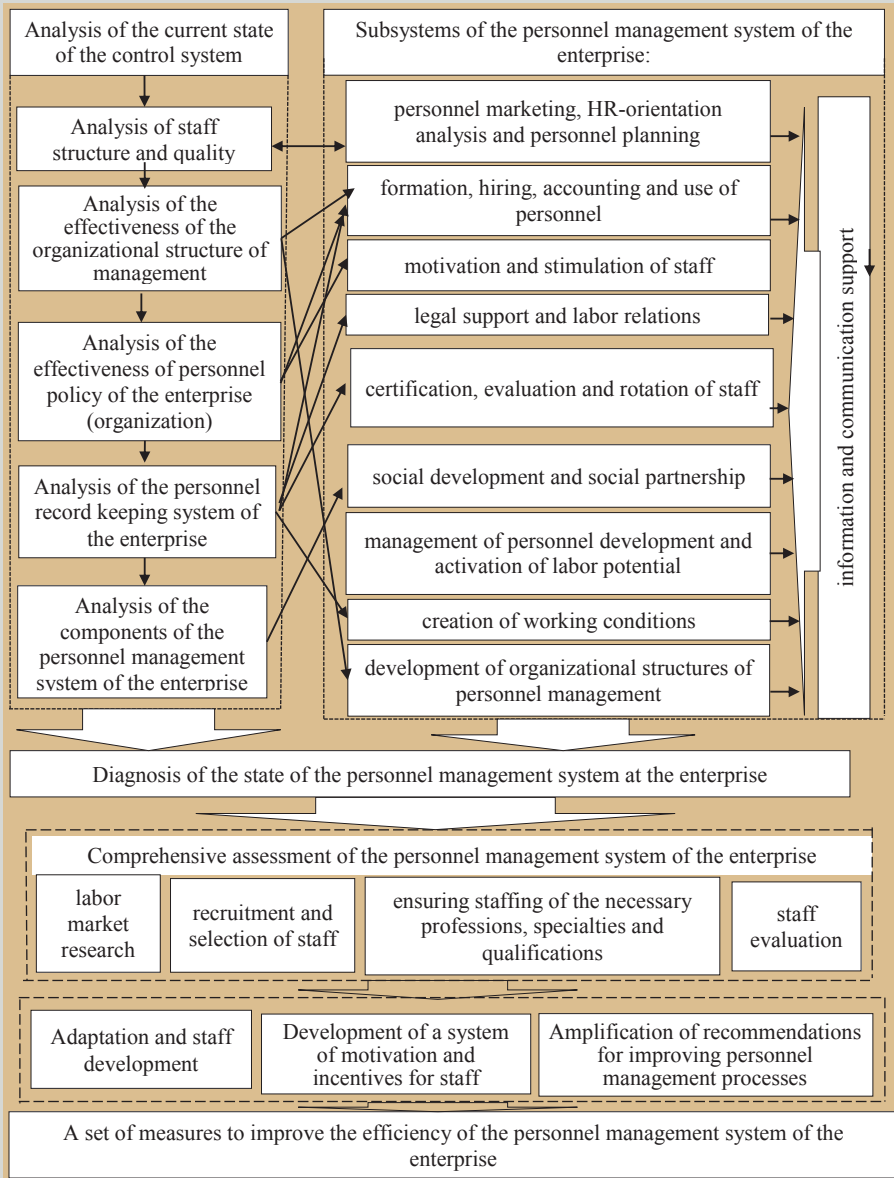
#### **4. Discussion**

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The dynamism and complexity of the external environment of the enterprise dictate the requirements for the formation of both the general management system at the enterprise and the personnel management system in particular. And high human activity, gained through the realization of employees' labor potential, is directly related to the business activity of the enterprise, which not only acts as a lever for efficient use of available resources of the enterprise, but also a tool to increase its market value and competitiveness.

**Figure - 3**

**Algorithm of the process of complex evaluation and development of measures to increase the efficiency of the personnel management system**



Research conducted at domestic enterprises of various forms of ownership and management structure, allowed to identify a number of relevant, problematic aspects of personnel management. These are primarily the following [15]:

- › dissatisfaction of employees with the level of their salaries and the system of remuneration;
- › low level of qualification of employees due to the so-called “preferential” conditions of employment (acquaintance, family ties and other factors);
- › seasonality of work, which leads to an increase in poverty and complicates the process of career planning and its implementation through subjective and objective factors;
- › high level of staff turnover, etc.

Given the generalized problematic aspects of personnel management of modern businesses, as well as individual, specific to a particular organization, it should be noted that an effective personnel management system in the enterprise should include periodic innovation and capital investment in developing labor potential to maximize productivity personal productivity and intellectual self-realization.

The usage of system-oriented personnel management of the organization is a basic component that characterizes the effectiveness of management in the enterprise in general and its business activity in particular. Note also that the management system is not just a set of techniques, methods or approaches, but a set of interconnected, logical and consistent actions in areas such as organization, management, decision-making and motivation. Quality organization of personnel management should take into account several key provisions, and namely: high professional level, competence and qualification of both management staff and executor; established system of employee motivation; formation of employees’ skills of high productivity and dedication to the enterprise. Unpredictability, variability of the external environment necessitates the monitoring of existing methodological approaches to personnel management and their adaptation to specific business conditions.

## **5. Conclusions**

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This research allows us to conclude that personnel management is one of the most important activities of the enterprise and is considered the main criterion of its economic success. An important factor that will increase the efficiency of personnel management in the enterprise is the availability and content of enterprise personnel development policy, which should include the

availability of adaptation programs, systems and training programs, training and opportunities for personal self-development. According to the considered important aspects concerning formation, functioning and potential possibility of development of the personnel management system of the modern enterprise the following offers were developed: subsystems as components of the system which as much as possible open the most priority directions of functioning of the personnel management system are substantiated; the main directions of analysis and research of the current state of the personnel management system at a particular enterprise are singled out; the necessity of types of works of complex estimation of the personnel management system of the enterprise for revealing of lacks, omissions, shortcomings, etc. at the moment of carrying out of estimation.

All these key aspects allow to improve such important areas as: adaptation and development of personnel, amplification of systems of motivation and stimulation of personnel and direction of recommendations for improvement of any process of personnel management.

In modern conditions, the process of development and updating of the concept of personnel management continues, while improving both the personnel management system and methods, tools used on the basis of a sound mechanism of effective personnel management in a market environment to implement an innovative approach.

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