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IMPROVEMENT OF THE PERSONNEL MANAGEMENT SYSTEM AT THE ENTERPRISE

Abstract. The article examines the improvement of the personnel management system in the context of enterprise development. The problems of effective personnel management as the main element of enterprise resource management in modern organizations and their evaluation criteria are analyzed. The construction of an effective personnel management system as a key tool for the development of a modern enterprise is substantiated. Problems of the employment process and personnel management are considered, including those closely related to the production process and its customers, social activities of society, and economic development organizations. Criteria for improvement due to the creation of a favorable internal psychological climate in the team, which is characterized by the degree of satisfaction of the participants with the situation, are proposed. It is influenced by the nature and content of work, attitude, prestige, remuneration, growth prospects, the presence of additional features, psychological climate. In many ways, the psychological state of the team depends on the ability of its members to live by their own laws, to obey the stated requirements and procedure. Personnel management systems are based on the continuous improvement of human resource management methods, and the personnel management system provides for the continuous improvement of personnel management methods, the use of the results of domestic and foreign science and advanced production experience. The essence of personnel management is the construction of organizational, economic, social, psychological and legal relations. These relations are based on principles, methods and forms that influence the interests, behavior and activities of employees in order to maximize their use. 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. 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.

Keywords: enterprise development, personnel, professional training, motivation, expert method, efficiency.

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Гомес Енса здобувач вищої освіти другого магістерського рівня, освітньої програми «Бізнес-адміністрування», Харківський національний економічний університет імені Семена Кузнеця

УДОСКОНАЛЕННЯ СИСТЕМИ УПРАВЛІННЯ ПЕРСОНАЛОМ НА ПІДПРИЄМСТВІ

Анотація. В статті розглянуто вдосконалення системи управління персоналом в умовах розвитку підприємства. Проаналізовано проблеми ефективного управління персоналом як основного елемента управління ресурсами підприємства в сучасних організаціях та їх критерії оцінювання. Обґрунтовано побудову ефективної системи управління персоналом як ключового інструменту розвитку сучасного підприємства. Розглядаються проблеми процесу зайнятості та управління персоналом, у тому числі тісно пов'язані з виробничим процесом та його замовниками, соціальною діяльністю суспільства, організаціями економічного розвитку. Запропоновано критерії вдосконалення за рахунок створення сприятливого внутрішнього психологічного клімату в колективі, який характеризується ступенем задоволеності учасників ситуацією. На нього впливають характер і зміст роботи, ставлення, престиж, винагорода, перспективи зростання, наявність додаткових особли-



востей, психологічний клімат. Багато в чому психологічний стан колективу залежить від здатності його членів жити за своїми законами, підпорядковуватися заявленим вимогам та процедурі. Системи управління персоналом ґрунтуються на постійному вдосконаленні методів управління людськими ресурсами та система управління персоналом передбачає постійне вдосконалення методів управління персоналом, використання результатів вітчизняної та зарубіжної науки і передового виробничого досвіду. Сутність управління персоналом полягає у побудові організаційних, економічних, соціальних, психологічних і правових відносин. Ці відносини ґрунтуються на принципах, методах і формах, які впливають на інтереси, поведінку і діяльність працівників з метою їх максимального використання. При побудові організаційної структури на підприємстві доцільно застосовувати сучасні концепції менеджменту. Управління персоналом, в першу чергу, повинне здійснюватися через управління його трудовим потенціалом, що оцінюється як за ефективністю реалізації, так і за ефективністю розвитку трудового потенціалу персоналу. Сучасне підприємство яке функціонує в ринковій економіці залежить не тільки від наявності нових, сучасних технологій, якості продукції, впровадження нових етапів розвитку маркетингових задач, просування товарів, а й від ефективного управління персоналом. Відповідно, щоб залишатись на головних позиціях ринку, бути конкурентоспроможним та досягати успіху у поставлених задачах, потрібно покращувати якість управління персоналом та надавати йому можливість щоденного розвитку.

Ключові слова: розвиток підприємства, персонал, професійна підготовка, мотивація, експертний метод, ефективність.

Problem statement. According to today's competitive and rapidly changing business environment, companies are increasingly recognizing that their workforce is a key asset. The relevance of the study lies in the growing importance of effective personnel management as a critical factor in enhancing the overall performance of enterprises. Effective personnel management not only ensures optimal utilization of human resources but also plays a vital role in improving productivity, fostering innovation, and maintaining a motivated and skilled workforce. With the rise of technological advancements and globalization, enterprises must adapt their personnel management systems to meet the challenges of retaining talent, addressing employee satisfaction, and aligning workforce goals with the company's strategic objectives. The improvement of personnel management practices is essential for creating sustainable competitive advantages, ensuring operational efficiency, and supporting long-term business success.

Analysis of recent research and publications. The improvement of the personnel management system at the enterprise in various aspects was studied in detail by both scientists. Research in this area was reflected in the works of scientists: Edwin Flippo, Paul Pigore & Charles Myres, Prof. Michael Jucius and DJ. M. Ivantsevich. etc. They researched and solved many theoretical and applied



problems of personnel management. At the same time, in existing studies, insufficient attention is paid to the development of effective personnel management of the enterprise in the conditions of strong competition and the methods and tools of the implementation of personnel management.

Purpose of the article. The purpose of this article is to justify the significance of the company's personnel management system and to develop more practical recommendations for the company.

Presentation of the main material of the research. Personnel management concerns men at work; and with their group relations with the goal of achievement goals organization through the maximum contribution of personnel to achievements work goal. The aspect of personnel management, which is human resources, is considered by some HR managers as a set of initial or old wine in a new one bottles

It really may be different by the name for personnel management, but as usual perceived, his advantage is that people are seen as a key resource and management as a part processes strategic planning enterprises. Although in the idea there is no nothing new, for many organizations her assigned not enough attention management is the best approach to achievement by the company the set goal [1].

The main goals of management of human resources are provision presence in the organization competent and ready working strength. Specific goals include the following: human capital: help organization in receiving necessary quantities and types employees to achieve its strategic and operational goals; development organizational climate: help in creating climate in which employees are encouraged develop and use your skills in full adequately and efficiently use skills and abilities working forces; support assistance standards productivity and promotion productivity thanks to effective planning works; software adequate orientation, training and development; granting reverse connection of productivity; and security effective bilateral communications; installation and support assistance harmonious relations employer / employee; help in creation and maintenance a safe and healthy worker environment; development programs for pleasure economic, psychological and social needs of employees and assistance organization in maintenance productive employees [2]; software compliance organization provincial / territorial and federal laws that relate to workers places (such as human rights, employment equity, health and safety labor , standards employment and labor legislation relations). help organizations achieve its goals; to provide organization well -prepared and motivated employees; raise satisfaction and self-realization employees; develop and support quality of working life; to inform everyone employees HR politics; that help support politics ethics and behavior.

Personnel management is specifically about how to use resources to achieve the desired result. Conditions personnel management are particularly important assets because human capital allows evaluate market dynamics and respond to it changes The organization must own certain skills to have possibility direct your resources and energy to achieve their own goals Organization chooses resources, divides into segments, determining most potential and concentrates focus on this





segments service and satisfaction. Management system is mainly related to management administrator department human resources company [3, 4].

Management system human resources (HRMS) refers to systems and processes at the intersection management human resources (HRM) and information technologies. He unites HRM as a discipline and, in particular, it's the main activities and processes in the field of HR with the field of information technologies, while programming processing systems data became standardized procedures and packages software provision for planning resources enterprise (ERP) [5]. The main purpose is to reduce effort administrator of preservation daily events such as attendance, projects, works, meetings etc. This process identifies potential employees, registering their presence hourly and counting their effective hours or days that subject to payment. Thus, driving records about each employee and the time they spent in the company, which you can use for evaluation efficiency. Based on this maybe be transferred, removed, promoted.

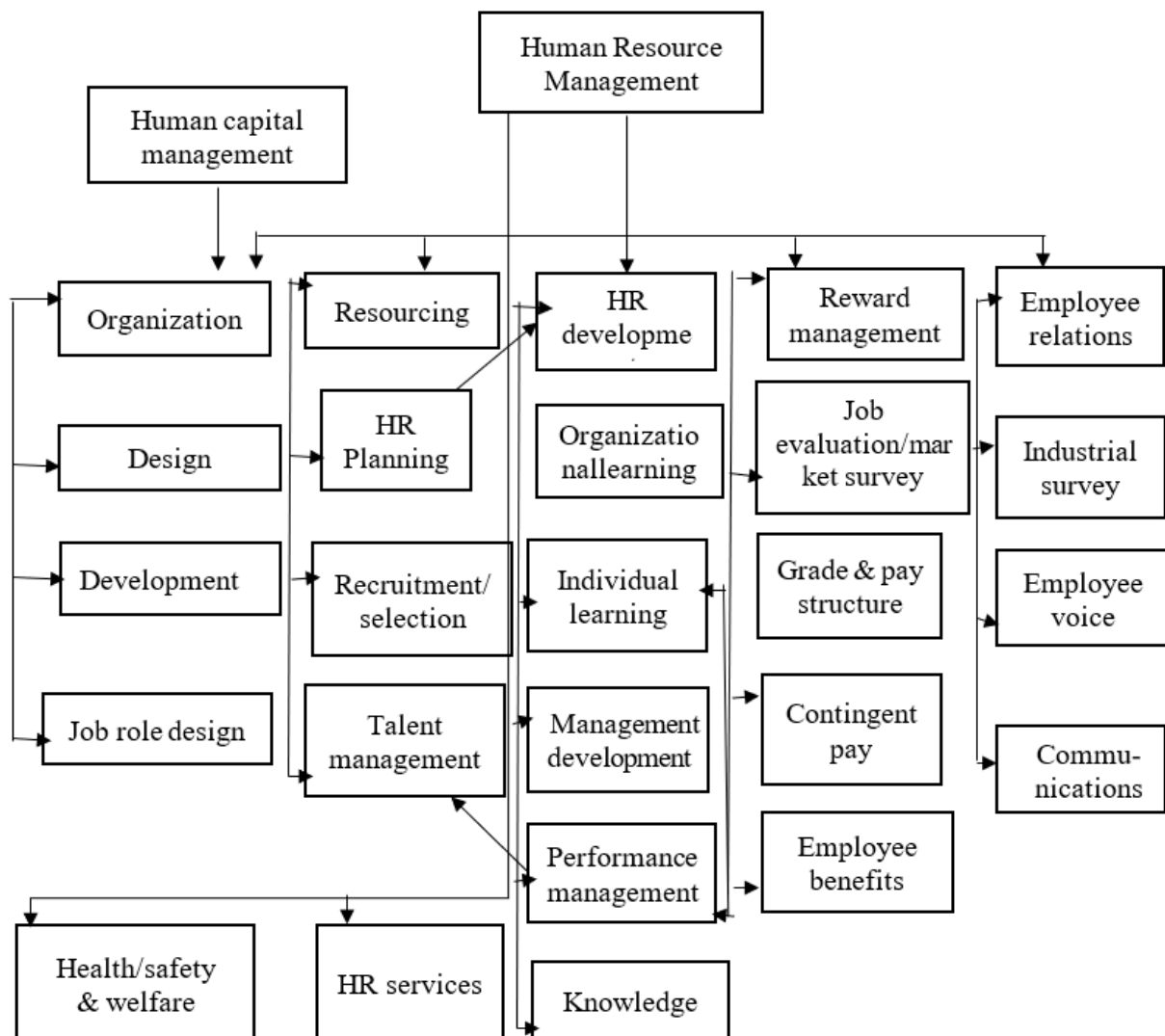
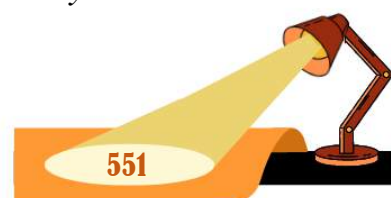


Fig. 1 HRM activity

The source: is developed by the author.





In large organizations employees big personnel management system is used for effective driving schedule department personnel of any type of company At that time it useful and helpful [6]. The personnel management system is not only that desire company, but instead it becomes a need of the company.

Management defined as strategic and coordinated by human resources management approach most the valuable assets of the organization are the people who work there individually and collectively are doing contribution to achievement its goals.

Floor [7] believes that HRM is possible to be considered as a “set interconnected a politician with an ideological and philosophical basis”. He offers four aspects which constitute meaningful HRM version (fig. 1):

- certain constellation beliefs and assumption;
- strategic direction that informs people management decisions;
- central involvement linear managers;

This is the selection (fig. 2) the matching of available human resources to the jobs; evaluation - performance management; rewards - the reward system is one of the most underused and misused management tools to improve organizational effectiveness"; it should reward both short-term and long-term achievements, bearing in mind that "a business must work in the present to succeed in the future"; development - development highly qualified employees

HRM processes take place in context internal and external environment organizations. They are significant measure will depend from factors surrounding environments that affect them [8].

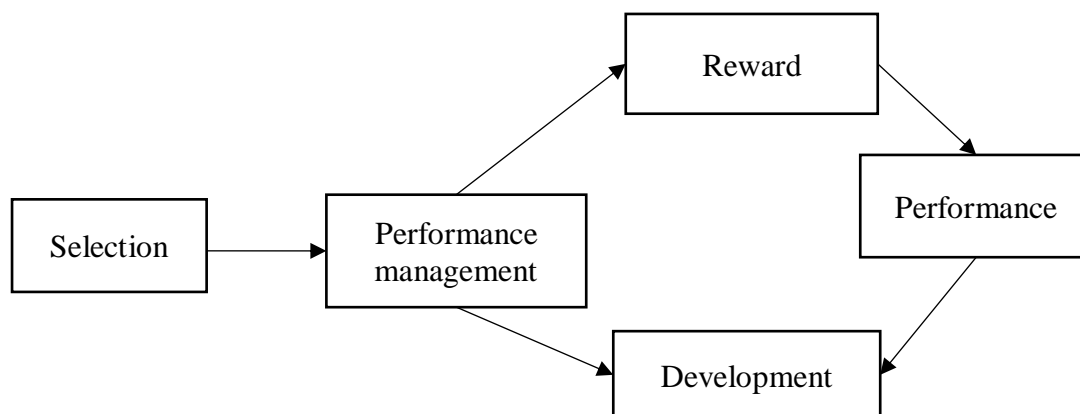
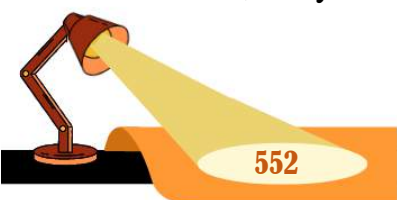


Fig. 2 The human cycle resources

The source: is developed by the author

Theory unforeseen situations - this one the theory tells us that definition goals, policies and strategies, lists of measures and analysis roles department personnel are valid only if they are related to the circumstances organizations. Descriptions of books can only be generalizations which suggest approach and give instructions for action; they cannot be prescriptive in meaning establishing that must be done.





Theory unforeseen situations, in fact, concerns necessity achieve compliance between by what organization is and what wants to become (her strategy, culture, goals, technology, people it uses, and external environment) and that the organization does (how it is structured and the processes, procedures and practices that he implements) [9].

Contextual factors - there are three main one's contextual factors which influence HR policies and practices, and they clearly described below [10]:

1. Technology – Business technology has a major impact on the internal environment – how work is organized, managed and performed. The introduction of new technology can lead to significant changes in systems and processes. Different skills are needed and new work methods are developed. The result can be a broadening of the skill base of the organization and its employees, including multi-skilling (ensuring that people have a range of skills that allow them to work flexibly across a range of tasks, often in a team-based environment). But this can lead to dequalification and reduction of the number of jobs (downsizing).

2. Competitive pressure - global competition in developed sectors of production and services is growing. To this contribute easily transferable technologies and reduction barriers international trade. Customers require more because new one's standards are achieved thanks to international competition. Organizations react to this competition by becoming “customer – oriented” speeding up response time, emphasizing quality and constant improved, accelerating implementation new ones' technologies while working more flexible and “losing costs” [11].

Another reaction to competitive pressure is reengineering of business processes (BPR), which is studying process which contains and connects these functions together from start to finish. He considers processes in organizations horizontally to determine how them you can more effective integrate and optimize. Thus it is can become the basis for organizational redesign. From an HR perspective, the outcome of BPR can be a necessity attract or develop people with new skills, as well as pressure to improve team work. He also emphasizes importance an integrated - coordinated - approach to development and implementation personnel employment policies and practices. Reengineering often holds promise more than reaches, and is not valued as highly as it once was, not in the last one queue because he often neglected human aspects, giving insufficient attention management changes and retraining of personnel [10].

3. Reaction that affects people - response to increase using technologies, economic and competitive pressure changed the nature of people management in several ways. They include slimmer and flat one's organizational structures in which cross-functional operations and teamwork became more important, more flexible workers models, general quality and economic initiatives production, as well as decentralization and devolution of adoption decisions.



Challenge – Ulrich assumes that changes surrounding environment and context create a number of competitive challenges for organizations that means that HR must be involved in providing help in creation new one's opportunities. They include:

1) Globalization, which requires from organizations moving people, ideas, products and information around the world for pleasure local needs. Developing strategy is needed add to mixture new and important ingredients: unstable political the situation is controversial question global trading, fluctuations exchangeable courses and strangers culture.

2) Profitability through growth - the desire for growth income means that companies should be creative and innovative, and this means promotion free flow of information and common teaching among employees.

3) Technology is a task is to make technology viable, productive part working environment.

4) Intellectual capital is this source competitive benefits for organizations. Task is to firm had possibility find, assimilate, compensate and retain human capital in the form of talented people, whom they need, who they can to manage a global organization that at the same time reacts to his own customers and “developing opportunities of technologies”. They are too have consider how to develop social capital organization - methods human interaction. It is important that organizations must focus on organizational capital - the knowledge they possess and how they should be used to manage.

5) Changes, changes and again changes are the biggest problem with which are facing companies, this adaptation to - indeed, perception - continuous changes. They should have possibility " quickly and continuously learn as well perceive new one's strategic imperatives faster and more convenient.

Personnel management system unites philosophy human resources which describe the main one's values and guidelines principles adopted in people management. Taking into account internal and external the environment in which is working organization, system includes:

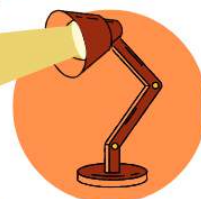
1. Personnel management strategies, which determine the direction in which personnel management intends to move in each of the main areas of activity.

2. Human resource policy, which defines what human resource management should do and provides guidance on how specific aspects of human resources should be applied and implemented.

3. The practice of human resources, which consists of personnel management activities related to the management and development of people, as well as the management of labor relations. Below is a tabular illustration of a modern personnel management system that clearly demonstrates the internal and external procedures of a large enterprise.

4. Personnel management functions. In a sense, HR functions belong to the business of providing products and services – providing advice and services that





enable organizations and their line managers to accomplish tasks through people. The human resource delivery model describes how these services are delivered. These delivery methods occur regardless of how well what is done is consistent with the HRM conceptual model.

The main role of personnel management is to provide management services human resources. But he does a lot more than this is He plays back key role in creation an environment that promotes engagement, allowing people to make the most of it your opportunities to implement your potential for the benefit of both the organization and oneself , as well get pleasure from own work. Increasingly, the role of human resources is seen as business-oriented – contributing to the achievement of practice established by their research suggests that contextual variables dictate different roles for the function and different people management practices.

The organization and staffing of the human resources department clearly depends on the size of the enterprise, the degree of decentralization of operations, the type of work performed, the type of people hired and the role assigned to the human resources function.

Conclusions. HRM should be vertically integrated with strategic planning and horizontally integrated with other HRM functions such as training and development, which is a key motivational package, and evaluation of the HR planning process to allow adjustments to be made to meet rapidly changing environmental conditions. HR departments should track the qualifications of incumbents and maintain a qualifications inventory. Recruitment and training should be related to the organization's mission. Availability and stability of financial support; promotion of technological changes, legal norms, social and cultural changes; the evolution of staffing requirements must be taken into account when developing strategic plans.

Effective strategic approaches to management human capital is the basis of any a serious HRM initiative. They should be in the center efforts aimed at transformation agency cultures to become results - oriented and externally focused environment. That promote hereby shifts, department staff personnel management and manager's departments must purchase new one's competencies to have possibility give HR services and go to more advisory roles of department personnel management. Similar to a sphere services and company's new economy, state and non-commercial organizations are managed knowledge and skills, which own their workers.

From the electorate official's persons, members board, sponsors, managers and others heads of agencies would be short-sighted reject the importance of SHRM. What is important is that organizations must raise importance human capital and contribution management knowledge in an effective way granting services. Departments management human resources should have knowledge, skills and authority to identify and facilitate changes.



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