

Management of Personnel from Industrial Enterprises

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Abstract: The article considers trends of human capital management systems development at the enterprises of the industrial sector of the economy. The main features and characteristics of modern approaches to work with management of personnel development systems are determined. The basis of the research carried out from the statistical data and methodological foundations of the process of formation and development of human capital at industrial enterprises in the conditions of overcoming crisis phenomena in the economy. The ways of existing approaches perfection and the development of complex human capital management systems are offered.

Keywords: Human capital, innovative development, personnel management system, corporate strategy.

1. INTRODUCTION

At present, the basic component of enterprise personnel management is to create the conditions for the expansion of knowledge, improvement of skills, improvement of skills and continuous development of employees. Increasing the role of knowledge in society, the development of smart, intelligent technologies requires flexible and adaptive use of human resources of the enterprise, increasing the creative and organizational activity of employees, the formation of a humanized organizational culture.

2. LITERATURE REVIEW

Personnel management is one of the most important areas of the modern enterprise strategy. In order to succeed in a changing world and gain a competitive edge, every business needs to achieve efficient and cost-effective use of advanced technologies that require human resources that have the requisite knowledge and professional experience. I. Kychko and M. Gorbachenko argue that the efficiency of the enterprise, undoubtedly, is based on labor resources, namely competence, qualification, capacity for training and development of personnel within the organization. However, current unemployment indicators in the labor market of Ukraine indicate that the current system of organization of social production, including personnel management, needs improvement. Management style combines professional competence, efficiency and high ethics of relationships between people, as well as practically affects all areas of the enterprise. It depends on him to what extent external factors of increase of efficiency of activity at the enterprise will be taken into account. Therefore, proper management style as an integral element of modern management is an effective factor in improving the efficiency of any enterprise and every business structure. Therefore, the basic condition that ensures the development of the enterprise is the efficient use of staff. The experience of foreign corporations confirms that the implementation of the latest technologies of personnel management increases the productivity of staff, improves team performance, reduces staff turnover, and increases the activity of enterprises at different levels of management. The competitiveness of an enterprise depends to a large extent on the preferences of the staff, which are manifested in two main aspects, such as high qualification of personnel the skills and experience of staff to reduce the level of marriage and the cost of production through the use of first-class service traditions, unique style of advertising and promotion of goods (services). Personnel management in modern conditions is one of the most influential tools of formation of competitiveness, financial independence and development of the enterprise. That is why there is an urgent need to develop and implement such management levers that could meet the requirements of a market economy. We consider it necessary to define that in the current conditions at the enterprises of the country insufficient attention is paid to the formation of the personnel management system as a whole set of interacting elements, which provides for making economically sound management decisions.

By the beginning of the twenty-first century, the term “human resource management” in various countries of the world has expanded significantly. Numerous concepts and interpretations have been propounded along this term. Each of these concepts and interpretations attempts to explain with mutual exclusivity this complex type of management. Currently, a huge number of scientific papers devoted to the study of this concept have emerged. Systematizing the existing terminology, it is possible to define human resource management as a purposeful activity of the management team of the enterprise and the specialists of departments aimed at the developing personnel strategy and the methods of management activities to optimize resources and maximize profits. The paper utilized the qualitative and

quantitative methods, specifically, the descriptive design through primary data. Through survey and purposive sampling, the basis of activation of its innovative component by assessing human resource innovation taking into account the enterprise that will allow to minimize errors at determination of quality of labor potential of the industrial organization.

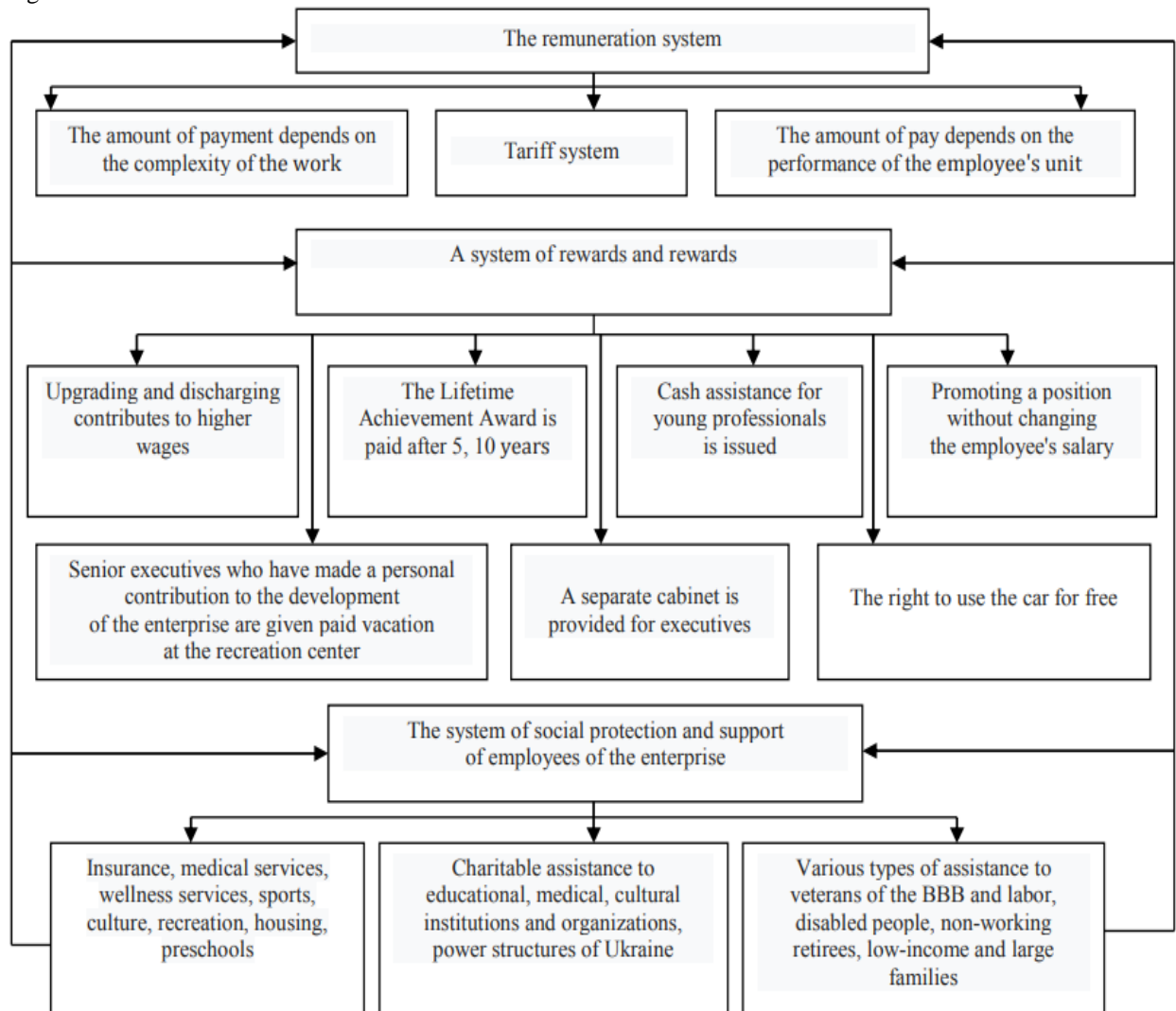


Fig. 1. System of motivation of the personnel of the industrial enterprise

Figure 1 shows the motivation system for industrial enterprise personnel. In order to create the conditions for proper human resource management, quality funding is needed. Therefore, modern enterprises cannot be saved on personnel, since the overall success of the enterprise depends on the efficiency of its work. The enterprise's need for personnel development is driven by constant changes in the internal and external environment, improvement of management processes, development of new technologies and activities.

3. DATA AND METHODOLOGY

Personnel technologies (HR-technologies, human resources technologies) is the term integrating various business functions connected with management of human resources in any institution. They include selection and hiring of personnel, motivation of employees, social protection of personnel, its development, analytical activity, training and competence management. The methodology of human resource management distinguishes between two types of personnel technologies: traditional and innovative. Innovative personnel technologies assume application of new methods and tools in personnel management and are aimed at increasing labour efficiency. Innovative personnel technologies are personnel management innovations connected with practical use of unconventional solutions and risk and aimed at creating and realizing competitive advantage (benefit), which will predetermine their further field and

cross-field diffusion in the market. Introducing professional standards into practical activity of organizations is impossible without innovations in personnel management. However, innovations, including personnel innovations, are always connected with something new and unconventional. Therefore, their introduction is accompanied by certain difficulties.

1. Innovations in personnel management system always lead to gaps in conventional behavior, criteria and management structure, which leads to more tangible manifestation of the phenomenon of resistance to changes, than it happens during the introduction of material innovations.
2. It is more difficult to present economic justification of personnel innovations, as it is necessary to compare costs of their introduction with estimated results, and the result of personnel innovations often has a more multidimensional and hardly changeable character.
3. On the one hand, personnel innovations require fewer resource expenses in terms of time consuming and financing. They are usually carried out with fewer one-time costs, but on the other hand, they can significantly affect the financial performance of the organization and thus can have a negative effect.
4. Uniqueness of human capital of the institution in the process of diffusion of personnel innovations requires their adaptation to its specific character.

Today, traditional procedures of hiring, selection and performance assessment of the organization can be complemented with innovative techniques of distinguishing motivational factors and leadership skills. Vocational training programs can be supplemented by innovative techniques of identifying the leading source of perception in the course of training. Under the conditions of introducing professional standards, innovative technologies of personnel management are to be focused on the development of intellectual component on the basis of parametrical and structural transformation of inner competences and motivations of employees.

Therefore, it is important to manage employees, their knowledge and competences in such a way that the organization can build a long-term competitive advantage.

Consequently, it is necessary to model such intraorganizational developing environment in which readiness for changes is perceived as an attribute of development.

4. RESULT

The system of indicators characterizing all industrial enterprise personnel in general and by categories (workers, managers, professionals and technicians, technical employees) can be divided into the following groups:

- the number of enterprise personnel (total, in particular, the average number of industrial and non-industrial personnel);
- structure of industrial production staff by sex (men, women);
- age composition of industrial production staff;
- distribution of industrial production personnel by length of service (up to 15 years or more);
- educational level of industrial production staff;
- qualification of employees (discharge on a single tariff grid);
- level of vocational training.

Comparison of certain characteristics of employees of the enterprise with the relevant parameters, requirements, standards is carried out at industrial enterprises by means of external evaluation and self-assessment with the performance of orientation and incentive functions. The process of comparing certain characteristics of an evaluation involves several components, namely the evaluation procedure, the content of the evaluation, and the evaluation method. The evaluation procedure involves determining the location of the assessment, the subject of the assessment, its order and the frequency with which it is used. The content of the assessment is to evaluate the personal qualities of the employees and their performance. The method of assessment is to identify and measure indicators. Valuation is based on generally recognized principles, namely the principles of objectivity, comprehensiveness, systematic (sustainability), which allows the use of staff appraisal for the recruitment and placement of new employees; forecasting the promotion of employees; rationalization of methods and methods of work; building the efficiency of the system of work motivation; assessing the effectiveness of individual employees and staff.

5. CONCLUSION

The implementation of radical measures for improving the human resource management system of industrial enterprises should focus on the manufacturing sector and human resources. Effective interaction of these elements and savvy innovation priority will allow industrial enterprises to develop dynamically, adequately, and elastically while responding to cyclical changes in scientific and technological progress and the environment taken as one. The process

of reforming the human resource management system is aimed at developing primarily the innovative potential of the industrial enterprise. This is the main condition for ensuring its competitiveness in modern conditions.

Thus, the modern concept of reforming the human resource management system in industrial enterprises is determined by the basic directions of their economic activity in the field of effective use of labor resources. This approach leads to the creation of a competitive workforce necessary for the implementation of production activities that meet the requirements of modern conditions. The core measure for the development of labor potential is a comprehensive program that reflects the improvement of the leading elements of the human resource management system. One of the main methods of increasing the competitiveness of industrial enterprises in the context of optimizing the human resource management system is the comprehensive certification of all employees.

The need for structural changes and the development of modern models in the human resource management system create objective prerequisites for the formation of coordinating centers. These coordinating centers are put up for the purpose of regulating labor processes within the context of industrial enterprise, that is, human resource management services. Restructuring modelling facilitates more efficient interaction between production and work, taking into account external environmental factors and scientific and technological progress.

The innovative development of the human resource management system in industrial enterprises is due to the radically changing conditions of the national economy. These changing conditions recalibrate the labor activity of enterprises on innovative priorities. In this regard, industrial enterprises should consider human resources a fundamental factor in increasing the efficiency of innovative activity of enterprises in the conditions of reindustrialization. Hence, radical changes in the external and internal environment require equally drastic changes in the human resource management system of industrial enterprises. Studies show that when the optimal level of development of the labor potential of enterprises is achieved, the number and structure of personnel meet the needs of production and management. The complexity of the tasks to be solved is the level of qualification of employees ensuring high quality of decisions and speedy implementation. Physical data and individual psychological characteristics of employees correspond to the specifics of an activity. This means that to achieve identified goals, industrial enterprises need to focus on the development of the competence level of employees in all categories of personnel. To this end, the reform of the human resource management system covers all aspects of labor and production activities of industrial enterprises.

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