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PECULIARITIES AND WAYS OF IMPROVING PERSONNEL MANAGEMENT IN MEDIUM AND SMALL ENTERPRISES

Стаття присвячена дослідженню та висвітленню сучасних підходів до управління персоналом як основного складника забезпечення ефективного функціонування середніх та малих підприємств. Досліджено сутність та функції управління персоналом в середніх та малих підприємствах. Визначено особливості управління персоналом. Зокрема, проаналізовано позитивні та негативні сторони роботи з персоналом в середніх та малих підприємствах.

Доведено, що побудова системи управління персоналом в організаціях середнього та малого бізнесу, має свої закономірності та проблеми, багато в чому відмінні від систем управління персоналом великих організацій. Кадровий менеджмент середніх та малих підприємств має спрямовуватися, насамперед, на забезпечення ефективності діяльності персоналу, а також інструменти її підтримки з урахуванням обмежень таких бізнесів.

Практична реалізація запропонованих заходів з удосконалення системи управління персоналом може бути успішною за умов досягнення відповідності між цілями, стратегією управління підприємством, стратегією управління персоналом, організаційною культурою.

The article is devoted to the research and highlighting of modern approaches to personnel management as the main component of ensuring the effective functioning of medium and small enterprises. The essence and functions of personnel management in medium and small enterprises were studied. Peculiarities of personnel management are determined. In particular, the positive and negative aspects of working with personnel in medium and small enterprises were analyzed.

It has been proven that the construction of a personnel management system in medium and small business organizations has its own patterns and problems, which are in many ways different from the personnel management systems of large organizations. Personnel management of medium-sized and small enterprises should be aimed, first of all, at ensuring the effectiveness of personnel activities, as well as tools for its support, taking into account the limitations of such businesses.

The practical implementation of the proposed measures to improve the personnel management system can be successful under the conditions of achieving compliance between the goals, enterprise management strategy, personnel management strategy, and organizational culture.

Ключові слова: управління персоналом, середній та малий бізнес, кадрова політика, людські ресурси

Keywords: personnel management, medium and small business, personnel policy, human resources

Formulation of the problem. At the moment, personnel management is recognized as one of the most important areas of the organization's life, capable of increasing its efficiency and productivity.

Given that small and medium-sized enterprises are the most flexible and dynamic elements of the economic structure and have significant potential for improving the state of the economy. Therefore, there is a need to ensure effective management of the formation and use of their labor potential, since personnel is a key resource for ensuring effective production activity.

Analysis of recent research and publications. The problems of theory, methodology and practice of personnel management were reflected in the works of V. Adamchuk, L. Balabanova, J. Black, A. Braverman, V. Danyuk, A. Kolot, O. Kuzmin, S. Dzyuba, D. Ivantsevich, O. Krushelnytska, D. Melnychuk, D. Synka, A. Thompson, and others.

The researches of these scientists prove that the advantages of small and medium-sized enterprises are independence in decision-making and flexibility of activities of small business entities. But the shortcomings that exist in the development of entrepreneurship are, first of all, the lack of an effective personnel management system at medium and small businesses.

However, due to the complexity and multifaceted nature of this issue, there are issues that have not been sufficiently developed in modern conditions.

The purpose of the article is to analyze the existing features and problems of the personnel management system, to substantiate the directions for improving personnel management in medium and small enterprises.

The main results of the study. Having financial and resource limitations, small organizations, as a rule, cannot have full-fledged personnel departments and implement a large-scale personnel policy. However, quality personnel management for such organizations is no less significant than for large ones.

In a general sense, personnel is a set of company employees (permanent and temporary, qualified and unqualified), who work for hire and have labor relations with the employer [1]. Therefore, in order to achieve the goal of the enterprise, it is necessary to ensure effective management of this valuable resource of the enterprise. Personnel management refers to the purposeful activity of the organization's management regarding the development of the concept, personnel policy strategies and methods of human resources management [2, p. 15].

Traditionally, in science and practice, a classification of personnel management methods is distinguished based on their content and orientation [3]:

- administrative (organizational and managerial);
- economic;
- socio-psychological methods.

A feature of personnel management in a small organization is the absence of a clear functional division between administrative and production personnel, which helps reduce the distance between employees, but does not remove social differences. This is due to the complex nature of the activity and the flexible organization of work in a small business. Employees of such enterprises have to perform the functions of different positions, but this situation creates an imbalance of the functional structure, the inconsistency of the distribution of functions with the structure of business processes and the organizational structure.

In small enterprises, as a rule, there are no instructional documents (job descriptions) regarding the regulation of personnel work, instead there is a system of unofficial regulations. This contributes to the application of an individual approach to each situation and each employee, but it leads to the emergence of conflicts, the manifestation of personal likes and dislikes of the manager towards employees. The specificity of management also lies in the special attitude of personnel towards their career growth. In the absence of a hierarchical organizational structure, staff understand career as an

expansion and complication of their functional duties, growth in professionalism, and salary increase, rather than promotion.

For medium-sized and small enterprises, there is a need to strengthen the system in staffing and covering the entire spectrum of this work: from hiring to the dismissal of a worker. It is necessary to improve the procedure for nominating information about vacancies, candidates, recommending regulation of the right to nominate candidates, procedures for discussion, appointment and induction.

An important aspect remains the formation of an effective system for searching and involving personnel in the labor process, which, in addition to the use of more modern recruiting and headhunting technologies [4-6], requires the development of a system for adapting new personnel to the working environment, which should contribute to the improvement of professional competencies, in accordance with corporate values companies. The modern personnel policy of a medium-sized or small enterprise should be based on the motivational factor that drives the development of both labor potential and the enterprise as a whole.

Today's HR specialists use many different developments and methods at every stage of their work [7-8]. Each level, from recruiting to firing, has certain techniques aimed at achieving maximum efficiency.

For example, a whole set of approaches can be used when recruiting personnel in a medium-sized or small enterprise:

- Aggressive headhunting – hunting for promising employees of competing companies.
- HR-branding – forming an attractive image of the enterprise.
- Automation of personnel selection – use of IT systems, so-called ATS.
- Remote recruitment – hiring remote employees.
- Using social networks to find employees.

We offer ways to improve the work with personnel support in medium and small enterprises, which may become the main conceptual foundations of personnel support in the future are shown in Figure 1.

If you take each of the ways to improve personnel support separately, they do not seem very significant. But collectively, they make it possible to improve staffing work.

Long-term planning of the company's personnel policy is very important for the purpose of stable operation of the enterprise and planning its development.

It is advisable to conduct an analysis of the factors of the external environment to make sure that there is an offer of certain professions for staffing with specialists who are not yet in the organization's staff.

Thus, the main ways to improve staffing in medium and small enterprises should be:

- creation of unified principles of strategic management and personnel development at the enterprise;
- integration of personnel policy during strategic planning at the enterprise, taking into account personnel support at all levels of management;
- introduction of new methods and systems of personnel training and retraining;
- carrying out a coordinated tariff policy of labor remuneration;
- development of economic incentives;
- provision of social protection of personnel, work with representatives of the labor team;

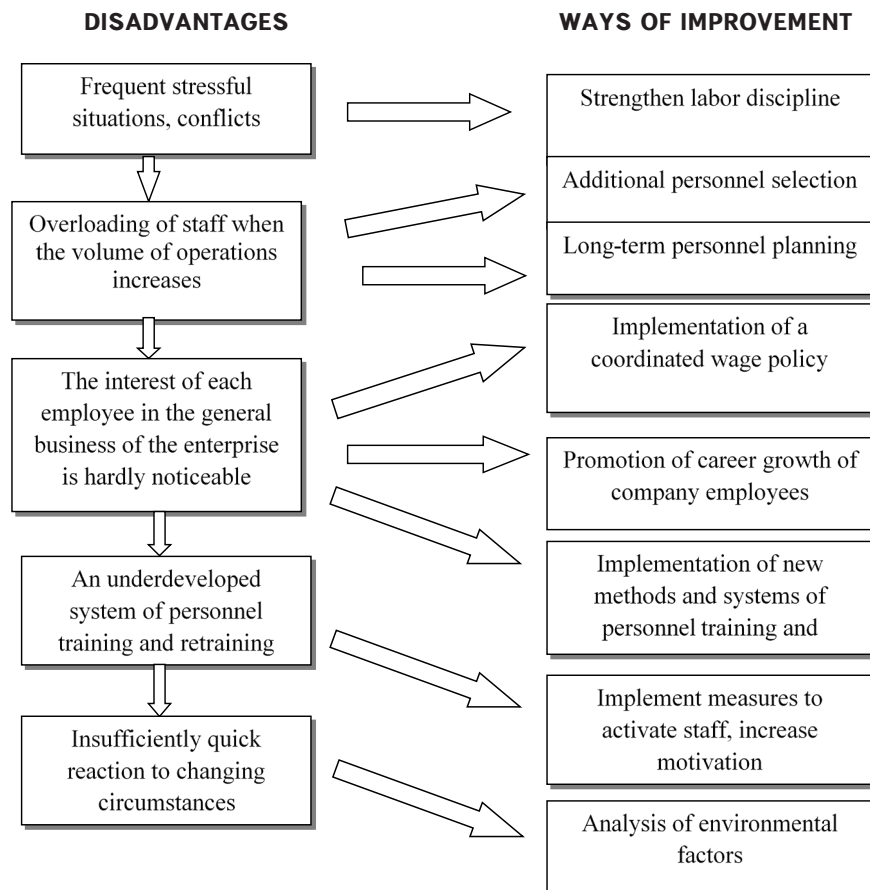


Figure 1. The main ways of improving staffing in medium and small enterprises (proposed by the author)

- study of problems in the field of human resources development;
- preparation of normative and methodical materials for ensuring a high level of personnel management;
- creation and maintenance of the feedback system in the team in an optimal state;
- redistribution of functions and tasks in the management system;
- mechanization and automation of the personnel management system.

The determining factor affecting the competitiveness, economic growth and efficiency of the enterprise is the availability of human resources at the enterprise, capable of professionally solving the tasks set before them.

Conclusions. The success of personnel management in medium-sized and small enterprises is determined by the effectiveness of the use of labor resources for the realization of the goals set before them, a comprehensive vision of problems and a holistic approach to human resources in relation to the strategic settings of the enterprise. Thus, within the framework of strategic management, there is an urgent need

to change the functional model of personnel management at the enterprise on the basis of its own organizational philosophy, which is based on its own experience of working with its employees and using the practices of leading domestic and global companies. Accordingly, balancing between the use of traditional organizational-economic, social-psychological and legal management methods and the search for a set of new mechanisms and methods of influencing personnel becomes of strategic importance.

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МЕТОДИ ВИЗНАЧЕННЯ КОНКУРЕНТОСПРОМОЖНОСТІ ЕНЕРГЕТИЧНИХ ПІДПРИЄМСТВ

Ця наукова стаття присвячена дослідженню методів визначення конкурентоспроможності енергетичних підприємств. Автор аналізує загальні підходи до визначення конкурентоспроможності в промисловому секторі, і фокусуються на специфіці енергетичної галузі. Конкурентоспроможність підприємства є одним із важливих аспектів ринкового середовища, який характеризує можливість підприємства адаптуватися до умов ринку и зайняти провідне місце серед інших учасників. Спроможність ефективно конкурувати на ринку і здобувати переваги перед конкурентами передбачає не лише володіння конкретними ресурсами чи технологіями, але й здатністю адаптуватися до змін, розробляти інновації та виходити за рамки стандартних стратегій. Конкурентоспроможність стає фактором, який визначає успіх підприємства в довгостроковій перспективі.

В статті проводиться дослідження факторів, що впливають на формування рівня конкурентоспроможності енергетичних підприємств в ринкових умовах. Автор висвітлює методичні підходи до оцінки продуктивності та ефективності роботи енергетичного підприємства, а також важливість управління ризиками та інноваціями для забезпечення конкурентоспроможності. Дослідження даної тематики може бути корисними для енергетичних підприємств та дослідни-