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PERSONNEL MANAGEMENT IN MODERN CONTEXT

Abstract. Purpose. The aim of the article is to determine the place of personnel management in the modern context. **Results.** The article establishes that the manager should provide for the solution of issues of personnel training and education, the choice of management styles in accordance with the stages of maturity of the work team, and the choice of the structure of the organisation at each stage of its growth. The staff selection policy, which is a strategy for staff development, is the basis for personnel management. The way of implementing the strategy of work with personnel is management, which combines into one policy of work with personnel of the organisation and interests of the State and society in general. The practice of large both domestic and foreign organisations shows that the policy of personnel selection is formed at the highest levels of management. The basis for this is the administrative powers of the heads of organisations and management bodies. This policy is embodied in the relevant documents and instructions regulating the aspects of work of all managers of middle and lower management with different categories of personnel. At the same time, the key tasks of these links are to communicate the goals set by the leadership of the organisation to each employee personally. It is emphasised that promotion helps the organisation by allowing it to fill vacancies with employees who have already demonstrated their abilities. It also helps the employees, because it satisfies their desire for success, achievement, promotes self-respect. Promotion is an effective way of recognising thorough and successful performance. **Conclusions.** Performance assessment is required to inform people about their relative level of performance. If this function is properly organised, the employee will not only know how he or she works, but also the specific pros and cons of work and how to overcome them. Considering motivational functions, it is necessary to note that performance assessment is a principal means of motivating human behaviour. By identifying qualified and conscientious employees, the administration can reward them with gratitude, raised wages or promotion. Systematic, positive reinforcement of behaviour associated with high productivity should lead to similar behaviour in the future.

Key words: manager, performance assessment, information, discussion, staff.

1. Introduction

The main task of personnel management is the making of an effective policy of work with personnel within the organisation, region, or industry. Personnel management under modern conditions includes several interconnected stages: first, the establishment of an effective personnel management system and mechanism, the selection and training of personnel managers; second, human resource planning; third, career guidance and adaptation; fourth, staff training; fifth, performance assessment; sixth, labour discipline management; seventh, the training of senior managers. These condi-

tions lead to the emergence of a new profession in organisational activities – a staff manager, that is, a professional supervisor, a highly qualified specialist in human resources management, whose training and continuing education have now become a major challenge.

The functions of the human resources manager are as follows. Tasks of optimal formation of managerial and executive structures include determination of basic requirements to employees, provided for by position; determination of optimal norms of management and construction of model of teams; staff selection: initial assessment of staff; career guidance; devel-

opment of methods to evaluate and motivate staff. The placement of staff includes: the distribution of personnel by the workplace, taking into account all the rules for the formation of the work team, individual and psychological characteristics of each employee, as well as compatibility with other workers; formation and implementation of training and promotion of staff. Improving the structure of the team and increasing its sustainability involves examining the needs and interests of different social groups and changing the structure of the team; optimising the relationship between the goals of the organisation, its management and the composition of different management groups.

2. Corporate personnel management

The basic element of existence of any organisation is people. Slogan “Cadres Decide Everything!” was and remains relevant. The current stage of development of Ukraine as an independent State determines the issue of quality personnel selection as topical. Although the labour market has developed to some extent, the issue of professional personnel for decision-making bodies at both the local and State levels is very acute. Before, there was a personnel management system that comprises: planning and forecasting of staff requirements; deployment and rotation of staff; staff training and retraining; rational use of current staff. Purposeful and reasoned work with personnel contributed to social stability of society. The situation was aggravated by the fact that practically higher education institutions (unlike in the West) did not train specialists in management. This fact also has an impact on the current situation.

HR management is complex and multifaceted due to many different and sometimes conflicting aspects. Of these, the following can be highlighted: 1. Technical and technological aspect, which determines the level of corporate development of and characterises the readiness of staff to work at the modern level, to implement innovations; the ability to work with the use of the latest technologies. As an example, one can study the cases of organisations which have been established with foreign representatives, where the level of technology and the intensity of the process are so high that our employees are unprepared. 2. Economic. The number of personnel in similar domestic and foreign organisations differs significantly – this issue requires study and analysis. 3. Legal. The employee of the HR department shall know the labour legislation. At the present stage, the legal framework in Ukraine is not sufficiently developed. 4. Socio-psychological. This implies the issues of social and psychological support for the staff. This issue has been poorly studied. Currently, many scientific and popular

science publications cover HR management, which is of great importance for improving the quality of management in Ukraine.

Frequently, leaders are firmly convinced that only volitional pressure can inspire subordinates to new labour successes. Sometimes it works out. After all, such a pressure can always be transformed into a threat to recruit new workers from those who are looking for a job, or apply for a particular position. Nonetheless, these kinds of bosses often are the first to become outside the organisations. And not so much because their leadership saw in their actions the cause of the spread of discontent among workers, the growth of conflicts, but rather because the artificial inflammation of passions was considered to be the way necessarily leading to a decline in the quality of indicators. It should not be recalled that such leaders were not respected. Besides, most people are just waiting for the right opportunity to do harm to them. In any case, pressure on a subordinate could in no way ensure a long business career. The authoritative leader will never allow him or herself to “drive” people into a stressful state, his or her tool of management is conscious motivation of work. A good leader is clearly aware of the importance of the principle “for the sake of all and with all”, understanding that in a situation “one against all” it is possible to achieve a complete collapse of all their undertakings.

3. Organisation manager in the work team

The manager should provide the solution of issues of staff training and education, the choice of management styles in accordance with the stages of maturity of the work team, and the choice of the organizational structure at each stage of its growth. Staff selection policy, which is a strategy for staff development, is the basis for personnel management. The way of implementing the strategy of work with personnel is management, which combines into one policy of work with personnel of the organisation and interests of the State and society in general. The practice of large both domestic and foreign organisations shows that the policy of personnel selection is formed at the highest levels of management. The basis for this is the administrative powers of the heads of organisations and management bodies. This policy is embodied in the relevant documents and instructions regulating the aspects of work of all managers of middle and lower management with different categories of personnel. At the same time, the key tasks of these links are to communicate the goals set by the leadership of the organisation to each employee personally.

One way to work effectively in an organisation is to employ and select the most qualified and capable workers. However, this is not

enough. The manager should organise systematic training and education of staff, helping them to reach their full potential.

Heads, human resources managers, and all those responsible for identifying and recruiting employees in a rapidly growing organisation know how it is difficult to do so. Internal changes, which would normally occur every 10 years or more, have to be made immediately, and problems are increasing.

The situation is further complicated by the fact that many fast-growing organisations are young and inexperienced in personnel matters. But they have certain advantages. They have enthusiasm and a certainty of perspective, which can help to solve problems and make uncertainty attractive.

Training is important. Unfortunately, many managers are not aware of all the problems involved. One is the application, without analysis, of programmes used by other organisations.

They are copied, without considering whether the style really meets the needs of the organisation.

Training is useful and necessary in three main cases. First, when a person enters the company; second, when an employee is appointed to a new position or when a new job is assigned to him or her; third, when an inspection establishes that an employee lacks certain skills to perform his or her tasks effectively.

Thorough consideration of the structure of the training programs goes beyond the scope of this work. Training is a broad specialised area. Specific teaching methods are quite numerous, and they need to be adapted to the requirements of the profession and organisation. Some of the basic requirements for effective training programmes are:

- Training requires motivation. Employees must understand the purpose of the programme, learning will increase their productivity and thus their own satisfaction with their performance.

- The leadership should create a climate conducive to learning. For example, they should encourage learners. Some organisations offer training in special centres rather than on their own premises, which greatly improves the perception and quality of training.

- If you need to master a complex task, the learning process should be divided into several consecutive stages. The programme participant should be able to put into practice the material learned at each stage.

- Employees, who study, need to feel feedback on learning outcomes. It is necessary to ensure positive reinforcement of the material learned. This can be done, for example, in the form of praise from the teacher.

Next, once the employee has adapted in the team and has received the necessary training to perform his or her work effectively, performance should be assessed. This is the purpose of performance assessment, which can be seen as an extension of the control function. As noted above, the control process involves the definition of standards and the measurement of results to determine deviations from established norms where corrective action is required. Similarly, performance assessment requires managers to be aware of how effectively each employee is discharging delegated responsibilities. By providing this information to subordinates, the manager informs them of how they do their job and provides an opportunity to correct their conduct if it does not meet the requirements. Moreover, performance assessment allows the manager to identify the most conscientious employees and raise their level of achievement by promotion.

Basically, the performance assessment meets three objectives: administrative, informational and motivational.

Administrative functions include: promotion, demotion, transfer, termination of employment.

4. The performance assessment of corporate employees

Each organisation must evaluate the performance of its employees in order to make administrative decisions on promotion, transfer to a higher position, or termination of employment contract. Promotion helps the organisation by allowing it to fill vacancies with employees who have already demonstrated their abilities. It also helps the employees because it satisfies their desire for success, achievement, promotes self-respect. Promotion is an effective way of recognising thorough and successful performance. However, a promotion decision requires a manager to promote only those who have the capacity to perform effectively in a new post. Unfortunately, employees, who perform their current duties well but do not have the capacity to perform effectively in a new position, are sometimes promoted.

Reassignment can be used to increase the experience of an employee, as well as the ability to realise his or her abilities in this position. Reassignment is sometimes applied to workers who have not performed satisfactorily, but it would be unethical to terminate an employment contract because of long working experience or merit. In such a situation, the transfer implies a demotion, and the employee finds him or herself where he or she can still do some good and will not interfere with the career of a capable young employee or actually impede the realisation of the organisation's goals.

If the employee has been notified of the performance assessment and provided opportunities for its improvement, but the employee does not want or cannot work according to the standards of the organisation, the employment contract with him or her is subject to termination. Whatever the administrative situation, it is clear that without an effective methodology for performance assessment, it is impossible to make a justified decision.

Performance assessment is required to inform people about their relative level of performance. If this function is properly organised, the employee will not only know how he or she works, but also the specific pros and cons of work and how to overcome them.

Considering motivational functions, it is necessary to note that performance assessment is a principal means of motivating people's behaviour. By identifying qualified and conscientious employees, the administration can reward them with gratitude, raised wages or promotion. Systematic, positive reinforcement of behaviour associated with high productivity should lead to similar behaviour in the future.

Evidently, the informational, administrative and motivational functions of a performance assessment are interrelated, that is, the information required for an administrative decision on promotion should positively motivate the employee for a better performance.

The effectiveness of the assessment system is determined by several factors. First, frequently, the work of a subordinate is evaluated by his or her immediate supervisor. He must therefore be able to evaluate work correctly, without focusing on personal relationships with his or her subordinate. He must also be able to convey this assessment to a subordinate. This can be quite difficult if the manager has never been trained in communication techniques, the work of the subordinate is ineffective. Because of these potential problems, managers may oppose formal systems for measuring staff performance.

Criticism is not always an effective way to inform subordinates of the shortcomings in their work. It often elicits a defensive reaction. The subordinate in this case is more concerned with protecting him or herself, rather than worrying about the substance of the problem and ways to improve the work. In order to be effective, employees need to be ready to communicate and want to discuss their work without taking a defensive position. This requires that the manager create a calm, risk-free environment in which his or her staff can openly discuss their performance-related concerns.

The manager must clearly distinguish between criticism and a performance assessment. Criticism is communication in one direc-

tion. For effective information and adequate feedback, the manager should allow for a two-way constructive discussion on specific performance improvement issues.

The method of informing staff once or twice a year with their performance assessment is not effective. One or two formal results-based assessment sessions should be scheduled each year. However, a performance assessment must be conducted whenever necessary, daily or as often as the situation requires. If a subordinate is working on a new short-term project, his or her performance should be assessed two or three times a month. If a subordinate is unsure of his or her abilities, the manager can discuss his or her performance several times a week to build confidence. Experienced, confident and tested employees can be talked to by the manager, if necessary, to maintain control over them.

5. Conclusions

There should be no discussion of a performance assessment and wages at the same time. The strengths and weaknesses of a subordinate are better discussed in separate meetings with him or her rather than in conjunction with administrative measures related to wages.

Douglas Mac Gregor consistently advocates a performance appraisal. He argues that traditional assessments are not adequate, as they focus on basic traits such as initiative, teamwork, reliability, relationships with people. It makes the manager be biased, not objective. At the same time, if an employee has a bad relationship in the team, it gives very little information about what he is doing wrong. Instead, according to Mac Gregor, the manager and his or her employees should work together to define goals, which will create a certain standard for further assessment. When it is not possible to set specific goals, the manager should encourage the subordinate to perform his or her duties properly. As already mentioned, in order to achieve maximum objectivity in the performance assessment, a two-way interview is desirable. The employee should be free to discuss issues of concern: why his or her work does not meet the standard, what could be the cause and what will be done to remedy this situation (Bleik, Mouton, 1990, p. 72). For example, when a manager is asked to give an assessment to their subordinates on the following traits: reliability, relations with people, etc., the ratings reveal the effect of "halo". That is, a certain person receives such assessments for all traits, although some features are expressed more brightly, and others are not.

It is also noted that some managers tend to give high ratings to all, while others, on the contrary, tend to give low ratings, which further reduces the accuracy and usefulness of the performance evaluation.

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МЕНЕДЖМЕНТ ПЕРСОНАЛУ В СУЧАСНИХ УМОВАХ

Анотація. Мета. Метою статті є визначення місця менеджменту персоналу в сучасних умовах. **Результати.** У статті з'ясовано, що менеджер повинен передбачати вирішення питань підготовки персоналу та їх виховання, вибір стилів менеджменту відповідно до етапів зрілості трудового колективу, вибір структури організації на кожному етапі її зростання. Основою роботи з персоналом виступає політика добору персоналу, яка становить собою стратегію вдосконалення персоналу. Способом реалізації стратегії роботи з персоналом є менеджмент, який поєднує в єдине політику роботи з персоналом організації та інтереси держави й суспільства в цілому. Практика діяльності великих як вітчизняних, так і зарубіжних організацій свідчить, що політика добору персоналу формується на вищих сходинках менеджменту. Базою цьому є адміністративні повноваження керівників організації та органів менеджменту. Закріплюється ця політика відповідними документами та інструкціями, які регламентують аспекти роботи всіх керівників середніх та нижчих ланок менеджменту з різними категоріями персоналу. При цьому основою завдань цих ланок є доведення поставлених керівництвом організації цілей до кожного працівника персонально. Наголошено, що просування по службі допомагає організації, оскільки дозволяє їй заповнювати вакансії працівниками, які вже виявили свої здібності. Воно допомагає і службовцям, оскільки задовольняє їх прагнення до успіху, досягнень, сприяє самоповазі. Просування по службі – ефективний спосіб визнання старанного і успішного виконання роботи. **Висновки.** Оцінка результатів діяльності необхідна для того, щоб можна було інформувати людей про відносний рівень їхньої роботи. При належній організації цієї функції працівник буде знати не тільки, як він працює, але й конкретні плюси і мінуси в роботі та шляхи їх подолання. Розкриваючи мотиваційні функції, необхідно зазначити, що оцінка результатів трудової діяльності є важливим засобом мотивації поведінки людей. Визначивши кваліфікованих та сумлінних працівників, адміністрація може належним чином нагородити їх подякою, підвищити заробітну плату або перевести на вищу посаду. Систематичне, позитивне закріплення поведінки, що асоціюється з високою продуктивністю, повинно привести до аналогічної поведінки й у майбутньому.

Ключові слова: менеджер, оцінка роботи, інформація, дискусія, персонал.

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