

MANAGEMENT PERSONNEL DEVELOPMENT IN ENTERPRISES

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The personnel management of enterprise in our time is becoming more complex and taking on a strategic character. Fundamental researches on problems of personnel management were conducted by scientists such as M. Bourne (2008) [1], A. Cox (2012) [2], G. Dessler (2005) [3], R. Mathis R. (2011) [4], M. Smith, P. Stokes, J. Wilson (2014) [5]. It can be emphasized that more and more enterprises and organizations start to consider employees as valuable assets, paying particular attention to the process of selection, recruitment, training and evaluation of their activities.

Stages of human resource management in enterprises:

1. Resource planning is through the development of a plan to meet future human resources needs. However, unfortunately, it often happens that workforce planning is not given the attention they deserve.

2. Recruitment is carried out through a pool of potential candidates for all posts. Set is to create the necessary pool of candidates for all positions and specialties, from which you can choose the most need for it workers.

3. The selection is carried out through the evaluation of candidates and selection of best of a reserve created during a set. At this stage, the user selects the most experienced and best candidates from the reserve. In most cases, you'll choose the person who has the best qualifications to perform the specified work on the position, not the candidate who seems most appropriate for promotion in service activities.

4. The definition of wages and benefits is through the development of a wage structure, possible benefits. The aim is to attract, hire and retain employees. The type and amount of rewards offered by the organization are important to assess the quality of working life and labour activity. Many studies have found that the quality of work and employee turnover is directly related to the pleasure received.

5. Vocational guidance and adaptation through the adoption of hired workers in the enterprise or its units, the formation of workers ' understanding of tasks and responsibilities. If the user is interested to the new workspace quickly settled and began to work effectively, it must

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always be remembered that the organization is a social system, with each employee – is a person, so you should try to achieve the goals of both the organization and the individual employee.

In the process of establishing the competence of personnel can take several iterations (repetitions), to consider and to analyze all the names and definitions of competence from different angles, to try to regroup sets of features in various combinations. Only when all options of grouping and regrouping are exhausted, we can firmly say that you are closer to the final version of the competency model.

Definition of the stages of formation of competences of the personnel of the enterprise, their types and characteristics, and methods of their analysis has allowed establishing a General sequence of formation of competence of personnel.

6. Training: to develop programs for training and qualification required for effective performance of a certain kind of work. All organizations need to increase productivity of their employees. Many organizations in this care and on the overall quality of the labor force. One means of achieving this goal is the recruitment and selection of the most qualified and talented new workers. But this is not enough. Management should also conduct regular training programs to prepare workers to help the full disclosure of their abilities and opportunities of workers in the labour process.

7. Evaluation of the labour activities carried out through the development and application of methods for the assessment of work of employees. The control process involves setting standards. Thanks to him, the results are measured to determine deviations from established norms or expected consequences. If necessary the application of measures to remedy the situation the performance evaluation allows management to determine the most useful, talented employees, in fact, to raise the level of their achievements.

8. Increase, decrease, transfer, dismissal: development of methods to move employees to positions with greater or less responsibility, develop their professional experience by moving on other posts or sites of work, and procedures for termination of labour relations. All these procedures occur only after a period of work and evaluate the work activities.

9. Leadership training, management promotion: to develop programs aimed at the development of skills and increase of efficiency of work of management personnel. In practice, a systematic training program is most frequently used to prepare managers for promotion to higher

positions. For successful training, as for training in general, you need a thorough analysis of the activities and planning as well.

The personnel management of enterprise in our time is becoming more complex and taking on a strategic character. Therefore, more and more enterprises and organizations start to consider employees as valuable assets, paying particular attention to the process of selection, recruitment, training and evaluation of their activities. For effective use of intellectual potential of employees of enterprises need a comprehensive approach to the problem of economic stimulation of their creative activity and the process of using their ideas.

Literature.

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МІЖНАРОДНИЙ ДОСВІД СІЛЬСЬКОГОСПОДАРСЬКОЇ ПІДТРИМКИ

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СІЛЬСЬКОГО ГОСПОДАРСТВА ІМЕНІ ПЕТРА ВАСИЛЕНКА***

В умовах досконалої конкуренції зростання продуктивності є цілком природним і не потребує додаткової підтримки з боку держави. Конкурентний тиск є тим фактором, який мотивує підприємства модернізуватись задля короткострокового зниження конкурентного тиску. Але в умовах надання державних субсидій, замість намагання підвищити власну конкурентоспроможність та продуктивність, сільськогосподарські виробники часто обирають інший шлях –

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