

основних господарств-товаровиробників Мінської області Республіки Білорусь. Методи дослідження: абстрактно-логічний, монографічний, розрахунково-конструктивний, економіко-статистичний. На підставі проведених лабораторно-польових і господарських випробувань і досліджень в КУП «Мінська овочева фабрика» були виявлені основні резерви збільшення виробництва картоплі в сільськогосподарських організаціях Мінської області. Елементи наукової новизни полягають у виявленні та обґрунтуванні практичних можливостей використання нових вітчизняних і зарубіжних сортів картоплі та регульованого автоматизованого електроприводу з мікропроцесорним управлінням у спеціалізованих картоплезховищах у вітчизняних господарствах.

Ключові слова: *картопля, резерви, ефективність, виробництво, сорт, зберігання.*

Abstract.

Korolevich N.G., Oganezov I.A. The basic reserves of potato production efficiency increase in the Republic of Belarus.

The aim of the research is to develop scientifically sound proposals for increasing the efficiency of potato production and marketing, taking into account the specific features of the main farming enterprises in the Minsk region of the Republic of Belarus. Research methods: abstract-logical, monographic, computational-constructive, economic-statistical. Based on the conducted laboratory and field tests and studies in the Municipal Unitary Enterprise «Minsk Vegetable Factory», the main reserves of potato production increase in agricultural organizations of the Minsk region were revealed. Elements of scientific novelty consist in revealing and substantiating practical possibilities of using new domestic and foreign potato varieties and a regulated automated electric drive with microprocessor control in specialized potato storage facilities in domestic farms.

Key words: *potatoes, reserves, efficiency, production, variety, storage.*

УДК 339.137.2

WAYS OF IMPROVING THE PERSONAL MANAGEMENT SYSTEM IN THE ENTERPRISE

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The actuality of the subject. The success of any enterprise directly depends on specific people, their knowledge, competence, qualifications, discipline, motivation, ability to solve problems, susceptibility to learning. In order for the company to work effectively, it is necessary to properly organize the work of employees, while constantly monitoring their

activities, using different methods of personnel management [1, c. 53].

The staff is the most complex object of management, since people are endowed with intelligence. They constantly develop relationships based on a long-term basis. In modern conditions, the value of human resources is constantly increasing, which led to the formation of a human resources management system.

The human factor, the psychological characteristics of the collective, the personal needs and interests of certain members of the group are far from the last in the management of the enterprise. The art of leadership is to find exactly the approaches and methods that would ensure the desired course of events at the enterprise and encouraged its employees to better work. In such circumstances, personnel management is an important component of management, which contributes to improving the efficiency of the company.

The analysis of the land research and publications. The problem of personnel management is at the center of the attention of scientists for one decade. Their attention is focused on the improvement of conditions and wages, professional growth of personnel. Problems and peculiarities of personnel management at the enterprise are highlighted in the works of scientists, like as: D.B. Bogynia, L.P. Diadechko, V.A. Quartalnyi, N.I. Kabushkin, V.N. Akishina, A.M. Kolot, Yu.V. Prushinsky, A.A. Krylov, F.I. Khmil, G.V. Shchokin and others. They investigate the essence and content of the concept of personnel management, reflect the management features, due to the influence of various factors and systems of structural organization of the enterprise, and offer different methodological approaches to assessing the effectiveness of staffing. However, some issues of personnel management at the enterprise, in particular regarding the formation and development of human resources, management effectiveness in the conditions of development of market relations, etc., remain rather deeply investigated.

The aim of the article. Investigating the peculiarities of personnel management of an enterprise and finding ways to improve the personnel management system.

The presentation of the basic material. More than seventy percent of the able-bodied population of developed countries work today for hiring, that is, they receive in return for their work remuneration from the enterprise. This reward is called compensation and, accordingly, the control system of this process is compensation management.

Whatever our views on labor motivation, it is hardly possible to deny that remuneration or compensation for employees plays an extremely

important role in attracting, motivating and retaining the organization of the labor force that it needs. As already noted, compensation can have the opposite effect on employees - motivating and demotivating.

Ineffective remuneration system can cause dissatisfaction among employees (both in size and methods for determining and distributing rewards), which results in lower productivity, quality and discipline. Dissatisfied with compensation workers can enter into an open conflict with company managers, stop work, organize a strike or leave the company. [4, c. 89].

On the other hand, an effective compensation system stimulates the productivity of employees, directs their activities to the necessary channel for the company, that is, it increases the efficiency of human resources use. The main value of the compensation system is to stimulate the production management of its employees, direct it to achieve the strategic objectives facing it, in other words, to combine the material interests of employees with the strategic objectives of the enterprise. This key setting defines the purpose of the compensation system.

Enterprises compete with each other in the labor market, seeking to attract the necessary specialists to achieve strategic goals. In this sense, the compensation system must be competitive in relation to the category of workers required by the enterprise.

When the remuneration in an enterprise does not match what the labor market offers, employees can start to leave it. In order to avoid losses of employees, whose professional training and development the company has expended certain funds and which are an expensive resource, managers should ensure the competitiveness of the compensation system. The remuneration should target workers to those actions that are necessary for the enterprise. Productivity, creativity, experience, devotion to its philosophy should be encouraged through a compensation system.

Personnel management is a system of interrelated organizational, economic and social measures to create conditions for the normal functioning, development and efficient use of labor potential at enterprise level. Taking into account the objective necessity of managerial labor in modern conditions, it is possible to understand the significance of its assessment for the growth of agricultural production and increase its efficiency. Assessment of managerial work is an assessment not only of the personal qualities of employees of the management apparatus, but also the quality of their functions, as well as their labor input in the formation of production results [8, 10].

A well-balanced system of compensation allows the company to

control and effectively manage labor costs, while providing the necessary staff. Since labor costs are the main cost item for most modern enterprises, their effective management is crucial for the overall success of the enterprise. As already noted, underpayment of employees can greatly undermine their ability to realize their strategic objectives. At the same time, unreasonably high wage costs have led to the bankruptcy of many enterprises [6, p. 76].

The compensation system should, on the one hand, be well understood by every employee of the enterprise (otherwise it may cause an inadequate response of the staff and cause not the actions that it was designed to stimulate), but on the other hand, it is easy to administer, that is, it does not require significant material and labor resources to ensure its uninterrupted functioning.

In all countries, the remuneration of employees is, to a certain extent, governed by state law, the ignorance of which may lead to judicial and administrative sanctions against the enterprise, which is associated with significant material and moral costs [7, 10].

The above objectives of the compensation system can enter into a definite contradiction with each other. For example, control costs and attract qualified staff. The management should find the optimum correlation between the degree of solving each of these tasks, which is unique to any enterprise at every stage of its development. At the time of creating a new task of minimizing labor costs, the task of attracting qualified personnel is usually sacrificed. In the period of economic difficulties, enterprises often delay the recruitment of new employees and focus on reducing wage costs [9, p. 38].

The company should have a flexible vacation system for all staff, and not just for the manager. Be sure to make an exception for holidays for valid reasons.

Regarding the privileges it is expedient to follow the orientation of all employees of the enterprise:

- reducing costly stationery supplies for leadership;
- prohibition of music in the workplace, except for those places where mental effort is not required;
- reducing the number of sound signals in the office, including the phone;
- honesty in all respects, the refusal of friendship and familiarity within the enterprise between the leader and subordinates (to avoid injustice to good, but not sympathetic to the head of the workers);
- refusal to permanently attract new employees [11].

The management should create and maintain in the optimal state of the feedback system in the team, which will overcome any negative moments in the life of the enterprise through information from employees.

The study of practical activity of small and medium enterprises allows us to highlight the general characteristics of an effective system of incentives for labor and participation in profits:

- direct and close connection with the achieved success in the work in the form of profit from the growth of company profits, expressed as a percentage for each employee;

- in the future there should be agreed principles, rewards for over-fulfillment of the plan, introduced into the accounting system;

- the absence of a maximum point for bonuses based on participation in profits;

- the correspondence of the salary to the actual contribution of the employee to the success of the enterprise;

- limiting basic salaries for senior executives;

- the principle of material incentives should extend to all employees of the enterprise and be permanent;

- there should be a rigorous bonus scheme that will include only three categories of job appraisal ratings for each employee (good, satisfactory, bad), job rank;

- each prize must be handed out by the direct leader and accompanied by conversation and congratulations;

- with employees who have not received a prize, a conversation about the grounds for deprivation of the prize must be made indispensably and alone;

- there should be no payments, independent of the results of work; it is better not to bet on anyone at all;

- bad workers cannot be remunerated in any way and in any way;

- it is never possible to punish material workers who made mistakes on the guilt of the leadership, even at the bottom of the crisis. If an employee performs well on his site, he must be encouraged;

- there should be no secret or unnecessary overhead costs in the enterprise, which will negatively affect the bonus system [10].

In addition to the bonus system, there should be a system of regular salary revision in two stages: on the first - a review of the team, on the second - the head. At the desire of the last known team, the stages can be changed in places.

Nobody ever needs to save on salary good employees. Devotion to the company is not enough for long-term work in it. Lower needs also need to be met, especially when they relate to such higher needs as the need for respect and recognition, which in our time is based on the size of the salary [13].

There must be a regular monitoring of the performance of all employees in any form acceptable to both the manager and subordinates, with the main goal - to prevent errors or to correct them at the initial stage of occurrence.

The effectiveness of any enterprise is largely determined by the degree of compliance of the employees who work in it, the jobs they occupy. Only in this way the company and its employees achieve their development goals. Find out the extent to which workers meet the requirements of their jobs can be assessed in the process of staff assessment, which is one of the key functions of personnel management. The theory and practice of staff assessment in Ukraine is at the stage of formation [15]. There are many problems with its organization and conduct, it is distinct and non-systematic, does not meet many basic principles. Conducting a regular assessment of personnel by the chosen enterprise methods and criteria allows us to determine the priorities of employee development, to predict and plan their careers, and thus to motivate employees to develop the competencies required by the company [12]. The proposed mechanism allows to consider the process of personnel assessment as a complex system with an indication of the algorithm of actions in the form of a list of major stages, as well as the basic requirements for the assessment of personnel at the enterprise, with subsequent identification of probable errors to prevent or minimize them in practice..

Output. To improve the human resources management system at the enterprise, it should be remembered that the success of personnel management is determined by two main factors:

- the ability of an enterprise to clearly identify what employee behavior is needed to achieve its strategy;
- the ability to apply effective managerial levers to direct employees to desired behavior.

The most important features of the modern process of improving personnel management are:

- extending the powers of the field performers and changing the form of control;

- joint adoption of business decisions and creating an atmosphere of trust in the enterprise;
- development of career planning mechanisms for key employees;
- a comprehensive vision of problems and a holistic approach to human resources in conjunction with strategic enterprise settings;
- creation of a corporate culture of an innovative type.

Thus, we can conclude - if the company will adhere to the above recommendations, then the company will definitely improve the management system.

In modern conditions, the strategy of personnel management should be greater than before, focused on rapid changes in production, the latest technology, the dynamism of the external environment and competition.

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Abstract.

Kuskova S.V., Zhivotchenko V.V. Ways of improving the personal management system in the enterprise.

In Ukraine, in the conditions of the formation of market relations, special problems are the problems of practical application of the latest forms of personnel management, which contribute to increasing the socio-economic efficiency of the enterprise.

The success of the work of any enterprise is provided by its employees, and therefore the modern concept of management of the enterprise should provide for the allocation of a large number of functional areas of management activities related to the management of personnel.

Currently, the determinants of competitiveness are the availability of labor force, the degree of its motivation, organizational structures and forms of work that determine the effectiveness of the use of personnel.

In order to provide an effective personnel policy, enterprises should take into account such internal production features as: development goals, management style trends, work group specifics, etc.

Key words: *personnel, enterprise, motivation, bonus, efficiency, personnel management.*

Анотація.

Кускова С.В., Животченко В.В. Шляхи удосконалення системи управління персоналом на підприємстві.

В Україні, в умовах становлення ринкових відносин, особливе значення мають проблеми практичного застосування новітніх форм управління персоналом, які сприяють підвищенню соціально-економічної ефективності підприємства.

Успіх роботи будь-якого підприємства забезпечують його працівники, а отже сучасна концепція управління підприємством повинна передбачати виділення з великої кількості функціональних сфер управлінської діяльності тієї, що пов'язана з управлінням персоналом.

Нині визначальними факторами конкурентоспроможності є забезпеченість робочою силою, ступінь її мотивації, організаційні структури і форми роботи, що визначають ефективність використання персоналу.

Для забезпечення ефективної кадрової політики підприємства повинні враховуватись такі його внутрішньовиробничі особливості як: цілі розвитку, тенденції управлінського стилю, специфіка робочих колективів тощо.

Ключові слова: персонал, підприємство, мотивація, премія, ефективність, управління персоналом.

Аннотация.

Кускова С.В., Животченко В.В. Пути совершенствования системы управления персоналом на предприятии.

В Украине, в условиях становления рыночных отношений, особое значение имеют проблемы практического применения новых форм управления персоналом, способствующие повышению социально-экономической эффективности предприятия.

Успех работы любого предприятия обеспечивают его работники, а значит, современная концепция управления предприятием должна предусматривать выделение из большого числа функциональных сфер управленческой деятельности той, которая связана с управлением персоналом.

Сейчас определяющими факторами конкурентоспособности являются обеспеченность рабочей силой, степень ее мотивации, организационные структуры и формы работы, определяющие эффективность использования персонала.

Для обеспечения эффективной кадровой политики предприятия необходимо учитывать такие его внутрипроизводственные особенности как: цели развития, тенденции управленческого стиля, специфика рабочих коллективов и тому подобное.

Ключевые слова: персонал, предприятие, мотивация, премия, эффективность, управление персоналом.