

UDC 331.1

THE ESSENCE AND STRUCTURE OF LABOR ADAPTATION AT AN ENTERPRISE

СУТНІСТЬ ТА СТРУКТУРА ТРУДОВОЇ АДАПТАЦІЇ НА ПІДПРИЄМСТВІ

VYLUK A.O., Master's student*

Kharkiv Petro Vasylenko National Technical University of Agriculture

It is shown that the structure of the process of labor adaptation is complicated and systematic. It contains of the key elements that need to be considered by the employer, because without them this system wouldn't be effective and essential. The goals, methods and mechanisms are presented in the article.

Key words: *staff management, staff adaptation, potential of the enterprise, adaptation methods, team.*

Показано, що структура процесу адаптації працівників є складною та систематизованою. Вона містить ключові елементи, які повинні враховувати роботодавці, оскільки без них ця система не була б ефективною та суттєвою. Цілі, методи та механізми представлені у статті.

Ключові слова: *управління персоналом, адаптація персоналу, потенціал підприємства, методи адаптації, трудовий колектив.*

Formulation of the problem in general. Existing transformation processes in the economic sphere of public life reinforce the importance of increasing competitiveness for domestic enterprises, which pose fundamentally new tasks in the sphere of management staff. The requirements for the employee, their professional qualifications, and their ability to adapt quickly to changing environmental conditions, are changing. In this regard, the approach to adaptation which is an element of the HRM as a continuous process, calls for the need to develop optimal control technology.

Coming to the enterprise and starting a work activity, the employee has certain goals, needs, attitudes and certain requirements and expectations of the new job, formed ideas about its content, conditions and remuneration. In turn, the employer has established requirements for the employee on the educational qualification and competence characteristics, requirements for his level of productivity and adherence to work discipline. Management expects the employee to comply with the rules of internal labor regulations, social norms and adherence to the traditions established at the enterprise. Therefore, the introduction of a new employee into a functioning system is a pressing issue, the solution of which is to establish interaction and integration of interests - employee and employer.

Analysis of recent research and publications. The problem of adaptation of personnel at the enterprise and its impact on the effectiveness of staff in various aspects was considered in the scientific publications of many scientists, in particular: D. Ashirov, L. Balabanova, A. Bykov, D. Bogina, D. Vasilichev, V. Vasylenko, O. Vihansky, A. Volgin, O. Hetman, V. Grinyova, O. Grishnov, V. Gerasymchuk, A. Grinenko, M. Doronina, N. Kasyanov, E. Kachan, L. Kerb, A. Kibanova, E. Kobtseva, A. Kolot, V. Korniyushina, O. Krushelnytska, G. Nazarov, V. Ponomarenko, I. Trotskaya, M. Hilb, F. Khmil, V. Huber, O. Kharchyshina, L. Shcherbak, O. Yastremska, G. Golovanova, N. Kolpachenko, O. Hridin, O. Nakisko, S. Rudenko etc. However, the issues of adaptation of new employees at enterprises in the conditions of transformational reformation in the economy still isn't covered insufficiently. Accordingly, it is necessary to disclose the features of the process of adaptation of the personnel of the enterprise. On this basis, the main tasks are to determine the nature of adaptation of new employees in the enterprise, to establish its role in forming the development potential and economic security, as well as to study progressive methods and approaches that will help the employee to join the team.

* Scientific advisor – Hridin O.V., senior lecturer

Formulating the goals of the article. The purpose of the article is to study the nature and structure of labor adaptation of employees in the enterprise.

Outline of the main research material. It is known that the basis of activity of any enterprise is the person, because the effective use of any types of resources available to the entity depends on them, which further determines the performance and overall level of competitiveness [10]. Therefore, the problem of recruiting staff [5] and the subsequent entry of new employees into the staff becomes particularly important for employers in the creation of a cohesive team. At the same time, the individual is forced to compete between the same specialists as themselves for the purpose of obtaining the desired position. Thus, the problem of adaptation is relevant to the individual [18].

Usually that the personnel adaptation procedure is intended to facilitate the entry of new employees into the team. Typically, a newcomer is faced with a lot of difficulties, the main part of which is generated by the lack of knowledge about the specifics of the duties, as well as the psychological traits of new colleagues and the peculiarities of relationships with them. Appropriately planned and implemented adaptation procedure can help eliminate more of the problems that they may face, accelerate employee engagement and acceptance of the corporate culture of the enterprise.

In general, adaptation as a concept defines adaptation to the conditions of existence. This function is primarily aimed at creating proper stability and balance. Currently, there are a large number of definitions that reveal the essence of staff adaptation.

Approaches to interpreting the essence of the term "staff adaptation"

This is the process of actively adapting a person to a new environment, getting acquainted with the activities of the organization, production features, inclusion in communication networks, getting acquainted with the corporate culture and changing their own behavior in accordance with the requirements of the new environment [16].

It is the adaptation of a new employee to the content and conditions of work, social environment [3].

It is the adaptation of the individual to the workplace and the team [8].

It is a mutual adaptation of the worker and the organization, which is based on the gradual work of the employee to new professional, social and organizational-economic working conditions [12].

The process of adapting employees to the conditions of the external and internal environment. Mutual adaptation of the employee and the conditions of the organization, based on the gradual development of new professional, social and organizational working conditions [13].

It is a mutual adaptation of a person and the environment, both subject-matter and social. It provides a detailed overview of the team and new responsibilities; mastering stereotypes of behavior; assimilation - complete adaptation to the environment and, finally, identification - the unifying of personal interests and goals with the common goals [14].

Accordingly, adaptation in the general form is a mutual adjustment of the employee and the company to each other, which implies the gradual development of a certain set of available working conditions by the employee.

Considering the purpose of adaptation, which is to reveal the potential of the employee in specific organizational conditions, we can confirm its direct connection with the development of the overall enterprise potential and the formation of its staff and intellectual security in a tactical and strategic perspective at the expense of accurate satisfaction of quantitative and qualitative economic entities' need for employees [7], as well as the internal component of its image through the creation of a proper management image and business model [6].

The formation of an effective adaptation system involves a set of measures that allow the employee to successfully occupy a certain position with minimal losses, both for the employee and directly for the enterprise. This system is designed to overcome difficulties in the adaptation process, as well as to increase the efficiency of the adaptation process to the conditions of activity. According to experts, the implementation of this system should allow [2]:



1. the enterprise to:
 - ensure that the employee is more efficient and accelerates the process of reaching the respective level of productivity;
 - establish or maintain positive relationships in the team;
 - prevent mistakes that new staff may make and minimize the losses involved;
 - reduce the potential costs of experienced employees connected to helping new employees;
 - reduction of the level of the staff turnover;
2. the employee to:
 - enter a healthy working relationship;
 - acquire the necessary professional skills and knowledge;
 - reduce the level of stress.

The practice of adaptation of workers, as practice shows, should include certain key elements without which it cannot function successfully [15]. We can see it more closely in Table 1.

Table 1

Elements of labor adaptation

<i>Elements</i>	<i>Description</i>
The adaptation program	It regulates the training and timing of training a new employee and is responsible for the logical consistency of the process.
The mentoring system	It is the involvement of an experienced employee to assist the new employee in the organization of his or her employment.
The attestation system	It is the procedure for evaluating the activity of a new employee based on the implementation of a set of adaptation measures

Based on the existing approaches [1, 2, 4], the process of adapting a new employee to the enterprise consists of the following stages:

1. Preparatory phase. At this stage, the quality level of the applicant for the position is evaluated, which is the basic condition for the implementation of an effective program for its adaptation.
2. Active phase. At this stage, a new employee directly adapts to the organizational conditions after leaving work and joining his or her workforce.
 - 2.1. Primary adaptation – occurs during the first working day and requires a new employee to overcome the psychological burden associated with getting into an unfamiliar team.
 - 2.2. Profound adaptation – takes place during the first part the probationary period and is determined by the desire of the new employee to take the desired place in the team in the context of the existing organizational culture.
 - 2.3. Final adaptation – occurs during the last part of the probationary period and is associated with the final entry of the employee into the workforce.

In addition, the process, as noted by experts, requires the implementation of a sound adaptation program [15], which must take into account both general and individual aspects [9].

One of the key conditions for the functioning of the presented mechanism is the use of a set of special tools (Table 2).

It should be noted that the use of the whole set of methods is not obligatory, but at the same time, their set used by the enterprise, should in due time ensure the proper level of adaptation of the employees of the team.

Therefore, according to the presented materials, adaptation of employees is an important condition for sustainable development of the enterprise. In general, successful adaptation of the employee at the enterprise is interested in both parties.

Tools of staff adaptation on the enterprise [1, 10, 15, 17, 19]

<i>Name</i>	<i>Essence</i>
Welcome- training	The method of initial transfer of knowledge about the company and its rules in order to quickly familiarize the employee with general information about the market entity, its history, products, services, structure and organizational culture.
Secondment	The method is that the employee is sent temporarily to another structure, which can be a department or an enterprise.
Buddying	A peer-based method implemented through support for personal and corporate goals and objectives, as well as the acquisition of new skills.
E-learning and Blended learning	Methods based on distance or blended learning with the use of specialized training modules and qualified professionals.
Immersion method	A method that involves the rapid entry of an employee in the work process and involves the formation of skills and skills necessary for the effective performance of functions in a particular workplace.
Shadowing	A method that involves the accompaniment of an employee by an experienced colleague in a real working environment, resulting in a clear and understanding of the philosophy, goals and objectives of the activity.
Mentoring	A method that represents the training of a new employee by a more experienced one directly in the workplace by transferring knowledge, skills and control of his activities.
The method of informal support	A method that involves the cooperation of an enterprise with specialized institutions, in particular personnel agencies that provide services in psychological counseling human resources management and provide support for the employee.
Coaching	A method aimed at revealing the coach's reserves of a new employee of the enterprise, accelerating his joining the team and improving the quality of work
Method of events	A method that is used to facilitate team relationships through informal communication with colleagues during corporate events.
Team training	A method that involves training to develop relationships between colleagues who learn to communicate and respect the opinions of others in the course of a business game or situation analysis.
New employee folder	The method of forming a set of documents of a separate unit, which includes basic information; designed to provide answers to new employee questions to facilitate understanding of structural requirements for the new employee.
Posting program	A method that introduces new employees to the general rules of work, safety and health, as well as working conditions, etc.

Conclusions. Accordingly, actions aimed at adapting a new employee to the workforce should be complex and purposeful. The first signs that indicate successful adaptation of staff are: the proper performance of new employees assigned to them and the presence of responsibility for solving the tasks set, the level of compliance with their behavioral norms and the degree of contact with other employees, as well as the fact of their entry into informal groups etc. Successful passage of applicants for the position of the main phases of adaptation with the implementation of a pre-designed program, which is not completely universal and must necessarily take into account the personality of the individual, allows in a very short time to achieve constructive results of activities that will contribute to increasing the security of the enterprise and competitiveness.

Literature.

1. Экономика персонала / **Р.П. Колосова, Т.Н. Василюк, М.В. Артамонова, М.В. Луданик.** – М.: Инфра-М, 2010. – 882 с.
2. **Василичев Д.В.** Організація процесу адаптації персоналу на підприємстві / Д.В. Василичев, В.А. Мирошніченко // *Економіка і організація управління.* – 2014. – Вип. 3-4. – С. 44-50.
3. **Веснин В.Р.** Менеджмент : Учебник / **В.Р. Веснин.** – [3-е изд., перераб. и доп.]. – М. :: Велби, Проспект, 2007. – 512 с.
4. **Гетьман О.О.** Організаційні механізми підбору, найму та адаптації персоналу / О.О. Гетьман, Н.В. Петренчук // *Вісник Одеського національного університету. Серія : Економіка.* – 2014. – Т. 19, Вип. 2 (5). – С. 30-34.

5. **Наумов А.І.** Менеджмент / **А.І. Наумов, О.С. Віханський.** – М. : Магістр: Інфра М, 2014. – 576 с.
6. **Діденко Є.О.** Імідж підприємства як один з факторів його конкурентоспроможності / **Є.О. Діденко, М.С. Лавриниць** // Geopolitical processes in the world today: Collection of scientific articles. – «East West» Association for Advanced Studies and Higher Education. Vienna, Austria, 2016. – P. 23-27.
7. **Бессонов А.Б.** Стратегічний менеджмент / **А.Б. Бессонов, Г.П. Бутко.** – Укратеринбург, 2012. – 138 с.
8. **Егоршин А.П.** Управление персоналом : учебник для ВУЗов / **А.П. Егоршин.** – Новгород : НИМБ, 2007. – 193 с.
9. **Жуковська В.М.** Управління персоналом. Практикум : навч. посіб. / **В.М. Жуковська, І.П. Миколайчук.** – К. : Київ. нац. торг.-екон. ун-т, 2008. – 293 с.
10. **Карабаджак К.І.** Методи адаптації персоналу / **К.І. Карабаджак** // *Управління розвитком.* – 2013. – № 14. – С. 19-21.
11. **Касич А.О.** Теоретичні та практичні аспекти управління конкурентоспроможністю підприємства / **А.О. Касич, Д.О. Глущенко** // *Економіка та держава.* – 2016. – № 11. – С. 65-70.
12. **Кибанов А.Я.** Управление персоналом организации / **А.Я. Кибанов.** – [3-е изд., дод. и перераб.]. – М. : ИНФРА-М, 2000. – 638 с.
13. **Крушельницька О.В.** Управління персоналом : навчальний посібник / **О.В. Крушельницька, Д.П. Мельничук** – [2-ге вид., переробл. й доп.]. – К. : Кондор, 2005. – 308 с.
14. **Никифороенко В.Г.** Управління персоналом : навч. посіб. / **В.Г. Никифороенко.** – Одеса : Атлант, 2013. – 93 с.
15. **Кибанов А.Я.** Управление персоналом: конкурентоспособность выпускников ВУЗов на рынке труда: монография / **А.Я. Кибанов, Ю.А. Дмитриева.** – М.: ИНФРА-М, 2012. – 229 с.
16. Управление персоналом : учебник для ВУЗов / Под ред. **Т.Ю. Базарова, Б.Л. Ерёмкина.** – М. : ЮНИТИ, 2005. – 233 с.
17. **Грідін О.В.** Сучасні аспекти управління адаптацією працівників / **О.В. Грідін** // Ринкова трансформація економіки: стан, проблеми, перспективи: VII Міжнародна науково-практична Інтернет-конференція, 7-8 квітня 2016 р.: тези доповіді. – Харків: ХНТУСГ, 2016. – С. 107-109.
18. **Голованова Г.Є.** Особливості системи мотиваційного менеджменту на кожному кар'єрному етапі працівника / **Г.Є. Голованова, Н.М. Колпаченко, О.В. Грідін** // Вісник ХНТУСГ: Економічні науки. – Харків: ХНТУСГ, 2016. – Вип. 174. – С. 199-206.
19. **Накісько О.В.** Заробітна плата як невід'ємна складова системи мотивації праці / **О.В. Накісько, С.В. Руденко, О.В. Грідін** // Вісник Харківського національного технічного університету сільського господарства: Економічні науки. – Харків: ХНТУСГ, 2019. – Вип. 200. – С. 226-235.



УДК 332.145

ОСНОВНІ АСПЕКТИ УПРАВЛІННЯ МАРКЕТИНГОВОЮ ДІЯЛЬНІСТЮ ПІДПРИЄМСТВ В УМОВАХ КОНКУРЕНТНОЇ БОРОТЬБИ

THE BASIC ASPECTS OF MANAGEMENT OF MARKETING ACTIVITY OF THE ENTERPRISE IN THE CONDITIONS OF COMPETITION

ЗЕЙДА В.В., студент*

Харківський національний технічний університет
сільського господарства імені Петра Василенка

У статті обґрунтовано теоретичні та досліджено практичні аспекти управління маркетинговою діяльністю підприємства в умовах конкурентної боротьби. Виявлено основні принципи управління маркетингом на підприємстві. Визначено напрями діяльності підприємств, що виконуються в рамках

* Науковий керівник – Романюк І.А., к.е.н.