

PRINCIPLES OF OFFICE DEVELOPMENT MANAGEMENT

*KUSKOVA S.V. PH.D., ASSOCIATE PROFESSOR, KHARKIV PETRO
VASYLENKO STATE TECHNICAL UNIVERSITY OF AGRICULTURE*

*ZAIKA S.O., PH.D., ASSOCIATE PROFESSOR, KHARKIV PETRO
VASYLENKO STATE TECHNICAL UNIVERSITY OF AGRICULTURE*

*GRIDIN O.V., SENIOR LECTURER, KHARKIV PETRO
VASYLENKO NATIONAL TECHNICAL UNIVERSITY OF AGRICULTURE*

The actuality of the subject. In modern conditions, changes in the content and nature of work are constantly happening, its intellectualization is increasing, and the mobility of employees is increasing, which causes the constant growth of the human factor as a key aspect of the efficiency and competitiveness of any office of the enterprise.

Staff is a strategically important resource of every enterprise in the modern market, and its development is the main prerequisite for its competitiveness. To date, the planning and organization of the personnel development process is a leading task for achieving the current and long-term goals of the enterprise in order to form a highly skilled, competitive and educated employee.

The analysis of the land research and publications. Investigations of theoretical and methodological provisions on management of personnel development of the enterprise were considered in the works of researchers, such as Byshenko K. [1], Vasilyuk S. [2], Voinash L. [3], Gaiduchenko S. [4], Gugul O. [5], Zhidenko N. [7], Litinska V. [11], Nosova O. [16], Partika I. [17], Petrovich J. [18], Plugina Yu. [19], Shchekin G. [21] and many others. However, the issues regarding the management of the office staff are still unresolved.

The aim of the article. The purpose of the article is to substantiate the principles of managing the development of office staff as a key factor for increasing its efficiency and competitiveness.

The presentation of the basic material. Personnel management is one of the most important areas of office sustainability, as it is a driving force in increasing its efficiency. Undoubtedly, the staff is the most valuable enterprise. The rapid development of society, changes in the development of productive forces in the realities of today, where knowledge is most important, and qualifications require leadership to pay greater attention to man and his creative abilities.

The level of staff development is a key factor in the effectiveness of each office. Hence, in an environment of turbulence, rapid deterioration of theoretical knowledge, skills and abilities, the office's ability to improve the professionalism of its employees is one of the most important indicators of ensuring competitiveness in the market.

Addressing practical issues related to HRD requires, first and foremost, thorough theoretical research in the field.

According to the provisions of the economic encyclopedia, management (from the English manage - manage) - the science of managing a modern enterprise, an institution whose main content is a set of scientific principles, methods of stimulation and organizational levers of influence on the actions of people, the use of various resources to achieve tactical and strategic goals of the organization. A specific type of management activity, the object of which is the collective of employees of the enterprise, was called personnel management [6, p. 118].

Scientific publications of domestic and foreign scientists use a variety of terminology, which reflects the essence of the process of managing the activity of workers in the production and office. So, let's look at the definitions of "personnel", "personnel management" and "personnel development", which are close in meaning because the basis of influence is precisely the employees whose proper use will enable them to achieve their goal.

According to many scientists, the term "staff" combines all the constituent parts of the labor collective of the enterprise and includes all workers (labor collective) who perform industrial or managerial functions and are engaged in processing of objects of labor with the use of means of labor [3, 9, 13, 18].

Zhidenko N. notes that the personnel of the enterprise is a collection of permanent (full-time) skilled workers who have received the necessary professional training or have practical experience [7, p. 282].

Consequently, staffs are employees of an organization who possess certain skills, qualifications, and abilities that the organization uses to accomplish its tasks.

Krushelnytska O. and Melnychuk D. personnel management means the purposeful activities of the management of an organization aimed at developing concepts, strategies for personnel policy and methods of human resource management. According to their approach, personnel management envisages systematic systematically organized influence through a system of interrelated organizational-economic and social measures aimed at creating conditions for normal development and utilization of workforce potential at the enterprise level [10, p. 16].

Maznev G. considers personnel management to be a set of mechanisms, principles, forms and methods of interaction in the formation, development and activity of the personnel of an organization, which is implemented as a series of interrelated areas and activities [12, 13].

Gugul O. identifies three main features that unify most of the definitions of this HR category:

- 1) treating human resources as a source of income;
- 2) creating an activity space and development opportunity for each employee so that he or she can contribute to the common cause;
- 3) integration of the personnel and social policy of the enterprise into its overall strategy [5, p. 195].

Thus, personnel management is a specific function of management activity, the main object of which is a person belonging to certain social groups. Modern concepts of personnel management are based, on the one hand, on the principles of administrative management, and on the other - on the concept of comprehensive personality development and the theory of human relations.

Management of personnel development is largely determined by the personnel policy of the enterprise - activities related to the relations between the entities of the enterprise.

The principles of personnel policy depend on subjective and objective factors:

- subjective: personal characteristics of the head of the enterprise, his education in the field of economic, legal sciences;
- objective: the degree of "exhaustion" of the potential of material and financial factors in the organization, the level and prospects of business activity, state policy.

The main areas of activity in the field of personnel management of the enterprise or its components are:

- identifying staffing needs (planning quantitative and qualitative staffing needs, choosing methods for calculating staffing requirements);
- selection of personnel (analysis of sources of selection of personnel, establishment of contacts with external organizations, business evaluation of personnel during selection);
- staffing (current periodic staffing, purposeful staffing);
- staff development (adaptation, training, job and professional promotion, dismissal of employees);
- support of a comfortable social and psychological climate (regulation of relations between the leader and the team, labor relations, reduction of the level of conflict in the team);

- influence on motivation of behavior (adequate payment, creation of creative atmosphere, career support, education of corporate spirit);
- management of personnel safety (creation of normal working conditions, labor protection, introduction of training programs aimed at forming safe actions for employees, providing social infrastructure);
- legal and informational support of the personnel management process (legal regulation of labor relations, accounting and statistics of personnel, informing the team) [20, p. 94]

The main areas of activity in the field of office personnel management are:

- determining staffing needs;
- selection of personnel;
- staff placement;
- staff development;
- maintaining a comfortable social and psychological climate;
- influence on motivation of behavior;
- personnel safety management;
- legal and information support of the personnel management process [20, p. 94].

Marra R. and Schmidt G. view staff development as training and in-service training [15, p. 158].

Considering the concept of «personnel development», Byshenko K. noted that this is a set of all organizational and economic measures of the enterprise in the field of personnel training, retraining and retraining.

And in a broader sense, staff development is a systematically organized process of continuous professional training for employees to prepare them for the performance of new production functions, professional qualification promotion, forming a reserve of managers and improving the social structure of office staff [1].

Therefore, the development of office staff is one of the functional elements of the personnel management system, that is, its subsystem. Staff development is a component of interconnected elements (subsystems) that operate autonomously but aim to achieve one goal - effective and productive management.

Summarizing the above interpretations of this category, we can draw the following conclusions:

- staff development is seen as either a set of training activities, training, or as a process of gaining the necessary skills, training, and unlocking the potential of employees. Undoubtedly, both approaches have a right to exist, but in our view, staff development should be seen as a process whose

continuity is ensured by the consistent implementation of planned activities in this field;

– in most definitions, the term «staff development» is limited to professional development. However, in our opinion, it is impossible to separate the professional and even organizational development of the employee from his development as a person. Only in the case of harmonious development of all (personal, professional, social, etc.) characteristics of a person can we talk about the development of the employee as such in general;

– development is often equated with the acquisition of additional skills, knowledge, skills, competences, etc. With regard to staff, in our view, development should not be seen as an increase in the number of qualitative characteristics (extensive process), but as a process of improving them and bringing them to a new level (intensive process);

– it is necessary to consider staff development not as a formal, one-time event for employees, but as a dynamic and well-planned process that is strategic and permanent [11, 16].

Therefore, after analyzing the above concepts, it can be concluded that personnel development management - these actions are aimed at developing and implementing measures aimed at achieving the required level of quality characteristics of employees in accordance with the development strategy of the organization. This management should unlock the potential of employees, expand the existing range of knowledge, change relationships between people and enhance communication.

The main tasks of personnel development, which achieve the strategic goals of the company, are:

- finding and supporting potential learning staff;
- dissemination of knowledge and best practices as a system of continuous staff training;
- activation of potential capabilities of employees;
- strengthen the spirit of creativity and competition;
- work to create a reserve of executives;
- creation of a system of career development and career planning [17].

The content of work that is performed in a specific position is determined by a set of specific functions. Functions determine the type of management activities, regardless of their place of manifestation, i.e. from the enterprise, the nature of its activities, location, scope of office activities, etc. Among the general functions of management can be separated planning, organization, management, motivation and control. Speaking in the context of personnel development management, there is a need to focus more on specific functions that determine the impact on staff performance.

The main functions of HRD are:

- identifying priority components of the personnel development system to work on them;
- determining the financial and non-material capacity of the company in terms of staff development;
- conducting career guidance among staff to identify their abilities to perform certain production and management functions;
- development and implementation of personnel adaptation programs;
- to identify the professional level of employees and to determine its suitability to the position based on their assessment;
- conducting professional training of staff on the basis of initial professional training, advanced training, retraining, etc.;
- identifying the personal and professional qualities of staff in order to plan their career and career anchors and how they relate to the priorities of enterprise development;
- identify the need for updating or upgrading methodical and software;
- development and implementation of personnel development programs;
- compliance with the provisions of the legislation on staff development;
- providing conditions for the harmonious development of staff;
- regulating the relationship between the employee, the union, and the employer (or his representative);
- coordination of work of line and personnel managers [14, p. 201].

The main task of personnel development is to increase the productivity of each employee, both office and every structural unit of the enterprise. Each personnel development system requires adherence to principles that must be guided and complied with, so it has a significant impact on staff development and is a condition for a successful end result.

The basic principles of staff development are divided into two groups:

- common: lawfulness, democracy, objectivity, systematicity, systematic, readiness for change, justice, flexibility and clarity, efficiency, promptness, responsibility, innovation;
- specific: satisfaction of perception, personality, motivation, strategic thinking, feedback, relevance of methods, completeness of use of professional potential, compliance with the strategy of development of personnel of the mission of the enterprise.

For more effective impact on the team, it is necessary not only to know the moral and psychological characteristics of individual employees, the socio-psychological characteristics of individual groups and collectives, but also to exercise managerial influence. For these purposes, social and psychological principles of staff development are applied, which are a set of

specific ways of influencing personal relationships and relationships that arise in offices, as well as the social processes that take place in them. They are based on the use of moral incentives to work, affect the individual through psychological techniques to transform the administrative task into a person's internal need.

The main purpose of applying these principles is to form a positive social and psychological climate in the team, which will largely help to solve educational, organizational and economic problems. In other words, the goals set for the team can be achieved by one of the most important criteria of efficiency and quality of work – the human factor. The ability to take this into account will allow the manager to purposefully influence the team, create favorable conditions for work and, ultimately, to form a team with common goals and objectives.

Output. Having studied the basic principles of managing the development of office staff, we can conclude that they are a complex system and require significant efforts of managers, because the level of staff development is the driving force and ensures the competitiveness of the company.

Literature.

1. **Бищенко К.В.** Проблеми розвитку персоналу на вітчизняних підприємствах. *Управління розвитком*. 2013. № 12. С. 95-97.

2. **Васильюк С.В.** Розвиток персоналу підприємств в контексті забезпечення соціально-економічної ефективності їх діяльності. *Економічний вісник Національного гірничого університету*. 2010. № 4. С. 100-104.

3. **Войнаш Л.Г.** Підготовка та розвиток персоналу як складова ефективної кадрової політики в сучасних умовах. *Економічна стратегія і перспективи розвитку сфери торгівлі та послуг*. 2011. Вип. 1. С. 519-525.

4. **Гайдученко С.О.** Фактори розвитку технології оцінювання в управлінні персоналом державної служби. *Теорія та практика державного управління*. 2010. Вип. 1. С. 393-398.

5. **Гугул О.Я.** Теоретичні засади управління розвитком персоналу. *Інноваційна економіка*. 2013. № 6. С. 194-198.

6. Економічна енциклопедія: У трьох томах. Т.2 / редкол.: **С.В. Мочерний** (відп. ред.) та ін. К.: Видавничий центр «Академія», 2000. 848 с.

7. **Жиденко Н.** Досвід зарубіжних країн у сфері професійного розвитку персоналу державної служби. *Теоретичні та прикладні питання державотворення*. 2013. Вип. 13. С. 275-283.

8. **Зайка С.О.** Мотивація та стимулювання як чинники забезпечення стійкого розвитку сільськогосподарських підприємств. *Вісник ХНТУСГ: економічні науки*. 2018. Вип. 191. С. 222-236.

9. **Заїка С.О., Грідін О.В.** Управління інтелектуальним капіталом як чинник забезпечення конкурентоспроможності підприємства. *Вісник ХНТУСГ: Економічні науки*. Харків: ХНТУСГ, 2016. Вип. 177. С. 176-186.

10. **Крушельницька О.В., Мельничук Д.П.** Управління персоналом : навчальний посібник. К.: Кондор, 2006. 292 с.

11. **Літинська В.А.** Управління професійним розвитком персоналу підприємства. *Вісник соціально-економічних досліджень*. 2013. Вип. 4. С. 88-92.

12. **Мазнев Г.Є., Заїка С.О., Грідін О.В.** Антикризове управління як сфера бізнес-адміністрування. *Науковий вісник УжНУ. Серія: Міжнародні економічні відносини та світове господарство*. 2016. Вип. 10. С. 25-32.

13. **Мазнев Г.Є., Заїка С.О., Грідін О.В.** Сутнісна характеристика інтелектуального капіталу. *Науково-практичний журнал «Північно-західні економічні студії»*. 2016. Вип. 10. С. 36-47.

14. **Маркова Н.С.** Формування організаційно-економічного механізму управління розвитком персоналу. *Бізнес Інформ*. 2012. № 6. С. 200-202.

15. **Марра Р., Шмидт Г.** Управління персоналом в умовах соціальної ринкової економіки. М.: МГУ, 1997. 480 с.

16. **Носова О.В., Маковоз О.С.** Розвиток персоналу як фактор конкурентоспроможності підприємства. *Економічна стратегія і перспективи розвитку сфери торгівлі та послуг*. 2011. Вип. 2. С. 166-171.

17. **Паргика І.В.** Управління розвитком персоналу: соціально-психологічний аспект. *Вісник Запорізького національного університету. Економічні науки*. 2013. № 2. С. 72-77.

18. **Петрович Й.М., Винничук Р.О.** Концептуальні підходи до розвитку персоналу організації. *Економічний часопис-XXI*. 2014. № 3-4(2). С. 27-30.

19. **Паутіна Ю.А.** Розвиток персоналу підприємства: підходи, сутність, моделі. *Вісник економіки транспорту і промисловості*. 2013. Вип. 42. С. 323-327.

20. **Спивак В.А.** Организационное поведение и управление персоналом. СПб.: Питер, 2000. 312 с.

21. **Щекин Г.В.** Теория и практика управления персоналом: учебно-методическое пособие. 2-е изд., стереотип. К.: МАУП, 2003. 280 с.

References.

1. **Byshenko K.V.** (2013). Problemy rozvytku personalu na vitchyznyanykh pidpryyemstvakh [Problems of personnel development at domestic enterprises]. *Upravlinnya rozvytkom – Development Management*, no. 12, pp. 95-97 [in Ukrainian].

2. **Vasylyuk S.V.** (2010). Rozvytok personalu pidpryyemstv v konteksti zabezpechennya sotsial'no-ekonomichnoyi efektyvnosti yikh diyal'nosti [Enterprise personnel development in the context of ensuring the socio-economic efficiency of their activities]. *Ekonomichnyy visnyk Natsional'noho hirmynohoho universytetu – Economic Bulletin of the National Mining University*, no. 4, pp. 100-104 [in Ukrainian].

3. **Voynash L.H.** (2011). Pidhotovka ta rozvytok personalu yak skladova efektyvnoyi kadrovoyi polityky v suchasnykh umovakh [Personnel training and development as a component of effective personnel policy in modern conditions]. *Ekonomichna stratehiya i perspektyny rozvytku sfery torhivli ta poslub – Economic strategy and prospects for development of trade and services*, issue 1, pp. 519-525 [in Ukrainian].

4. **Hayduchenko S.O.** (2010). Faktory rozvytku tekhnolohiyi otsynuyvannya v upravlinni personalom derzhavnoyi sluzhby [Factors in the development of assessment technology in public service personnel management]. *Teoriya ta praktyka derzhavnobo upravlinnya – Public administration theory and practice*, issue 1, pp. 393-398 [in Ukrainian].

5. **Huhul O.Ya.** (2013). Teoretychni zasady upravlinnya rozvytkom personalu [Theoretical principles of personnel development management]. *Innovatsiyina ekonomika – Innovative economy*, no. 6, pp. 194-198 [in Ukrainian].

6. *Ekonomichna entsyklopediya [Economic Encyclopedia]*. (2000). Vol. 2. **S.V. Mochernyy** et. al. (Ed.). Kyiv: Vydavnychyy tseentr «Akademiya», p. 848 [in Ukrainian].

7. **Zhydenko N.** (2013). Dosvid zarubizhnykh krayin u sferi profesiynoho rozvytku personalu derzhavnoyi sluzhby [Experience of foreign countries in the professional development of public service personnel]. *Teoretychni ta prykladni pytannya derzhavotvorenniya – Theoretical and applied issues of state formation*, issue 13, pp. 275-283 [in Ukrainian].

8. **Zaika S.O.** (2018). Motyvatsiya ta stymulyuvannya yak chynnyky zabezpechennya stiykoho rozvytku sil'skohospodars'kykh pidpryyemstv [Motivation and stimulation as factors for ensuring sustainable development of agricultural enterprises]. *Visnyk KHNTUSH: ekonomichni nauky – Bulletin KHNTUA: Economic Sciences*, issue 191, pp. 222-236 [in Ukrainian].

9. **Zaika S.O., & Gridin O.V.** (2016). Upravlinnya intelektual'nym kapitalom yak chynnyk zabezpechennya konkurentospromozhnosti pidpryyemstva [Management of intellectual capital as a factor in ensuring the competitiveness of the enterprise]. *Visnyk KHNTUSH: ekonomichni nauky – Bulletin KHNTUA: Economic Sciences*, issue 177, pp. 176-186 [in Ukrainian].

10. **Krushel'nyts'ka O.V., & Mel'nychuk D.P.** (2006). *Upravlinnya personalom [Personnel management]*. Kyiv: Kondor, p. 292 [in Ukrainian].

11. **Lityns'ka V.A.** (2013). Upravlinnya profesiynym rozvytkom personalu pidpryyemstva [Management of professional development of the personnel of the enterprise]. *Visnyk sotsial'no-ekonomichnykh doslidzhen' – Bulletin of socio-economic research*, issue 4, pp. 88-92 [in Ukrainian].

12. **Maznev G.E., Zaika S.O., & Gridin O.V.** (2016). Antykrizove upravlinnya yak sfera biznes-administruvannya [Crisis management as a sphere of business administration]. *Naukovyy visnyk Uz'zhNU. Seriya: Mizhnarodni ekonomichni vidnosyny ta svitove hospodarstvo – Scientific Bulletin Uz'zhNU. Series: International Economic Relations and the World Economy*, issue 10, pp. 25-32 [in Ukrainian].

13. **Maznev G.E., Zaika S.O., & Gridin O.V.** (2016). Sutnisna kharakterystyka intelektual'nogo kapitalu [Intrinsic characteristic of intellectual capital]. *Naukovo-praktychnyy zhurnal «Prychornomors'ki ekonomichni studiyi» – Scientific and practical journal «Black Sea Economic Studies»*, issue 10, pp. 36-47 [in Ukrainian].

14. **Markova N.S.** (2012). Formuvannya orhanizatsiyno-ekonomichnoho mekhanizmu upravlinnya rozvytkom personal [Formation of organizational and economic mechanism of personnel development management]. *Biznes Inform – Business Inform*, no. 6, pp. 200-202 [in Ukrainian].

15. **Marra R., & Shmydt H.** (1997). *Upravlenye personalom v uslovyakh sotsyal'noy rynochnoy ekonomyy* [Personnel management in a social market economy]. Moscow: MHU, p. 480 [in Ukrainian].

16. **Nosova O.V., & Makovoz O.S.** (2011). Rozvytok personalu yak faktor konkurentospromozhnosti pidpryemstva [Personnel development as a factor of enterprise competitiveness]. *Ekonomichna stratehiya i perspektyvy rozvytku sfery torhivli ta poslub – Economic strategy and prospects for development of trade and services*, issue 2, pp. 166-171 [in Ukrainian].

17. **Partyka I.V.** (2013). Upravlinnya rozvytkom personalu: sotsial'no-psykholohichnyy aspekt [Personnel development management: socio-psychological aspect]. *Visnyk Zaporiz'koho natsional'nogo universytetu. Ekonomichni nauky – Bulletin of Zaporizhzhya National University. Economic sciences*, no. 2, pp. 72-77 [in Ukrainian].

18. **Petrovych Y.M., & Vynnychuk R.O.** (2014). Kontseptual'ni pidkhody do rozvytku personalu orhanizatsiyi [Conceptual approaches to the development of organization staff]. *Ekonomichnyy chasopys-XXI – Economic Journal-XXI*, no. 3-4(2), pp. 27-30 [in Ukrainian].

19. **Pluhina Yu.A.** (2013). Rozvytok personalu pidpryemstva: pidkhody, sutnist', modeli [Enterprise personnel development: approaches, essence, models]. *Visnyk ekonomiky transportu i promyslovosti – Bulletin of Economics of Transport and Industry*, issue 42, pp. 323-327 [in Ukrainian].

20. **Spivak V.A.** (2000). *Organizatsionnoye povedeniye i upravleniye personalom* [Organizational behavior and personnel management]. Saint-Petersburg: Piter, p. 312 [in Russian].

21. **Shchekin G.V.** (2003). *Teoriya i praktika upravleniya personalom* [Theory and practice of personnel management: a training manual]. 2d ed. Kyiv: MAUP, p. 280 [in Russian].

Анотація.

Кускова С.В., Заїка С.О., Грідін О.В. Принципи управління розвитком персоналу офісу.

В період становлення ринкових відносин відбуваються принципові зміни в системі управління підприємствами, зокрема застосовуються нові підходи до організації та якості управління підприємствами та розвитком персоналу.

Нині необхідна розробка нових принципів управління розвитком персоналом офісу, адже він є одним із найбільш складних об'єктів управління підприємства, оскільки кожен член колективу по-різному реагує на управлінські рішення, причому реакцію на них, як правило, складно передбачити.

Сучасні принципи управління розвитком персоналу повинні базуватись на визнанні цінності особистості кожного працівника, на вивченні особливостей стимулювання і мотивації до праці.

Ключові слова: персонал, управління розвитком персоналу, підприємство, офіс, управління персоналом, ефективність, конкурентоспроможність.

Аннотація.

Кускова С.В., Заика С.А., Гридин А.В. Принципы управления развитием персонала офиса.

В период становления рыночных отношений происходят принципиальные изменения в системе управления предприятиями, в частности применяются новые подходы к организации и качеству управления предприятиями и развитием персонала.

Сейчас необходима разработка новых принципов управления развитием персоналом офиса, так как он является одним из самых сложных объектов управления предприятия, поскольку каждый член коллектива по-разному реагирует на управленческие решения, причем реакцию на них, как правило, сложно предугадать.

Современные принципы управления развитием персонала должны базироваться на признании ценности личности каждого работника, на изучении особенностей стимулирования и мотивации к труду.

Ключевые слова: персонал, управление развитием персонала, предприятие, офис, управление персоналом, эффективность, конкурентоспособность.

Abstract.

Kuskova S.V., Zaika S.O., Gridin O.V. Principles of office development management.

During the formation of market relations, fundamental changes in the enterprise management system are taking place; in particular new approaches to the organization and quality of enterprise management and personnel development are applied.

It is now necessary to develop new principles for managing the development of office staff, as it is one of the most complex objects of enterprise management, since each member of the team reacts differently to management decisions, and the reaction to them is usually difficult to predict.

Modern principles of personnel development management should be based on the recognition of the value of each employee's personality, the study of the peculiarities of stimulation and motivation to work.

Key words: personnel, personnel development management, enterprise, office, personnel management, efficiency, competitiveness.