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## **METHODICAL APPROACH TO THE CHOICE OF METHODS FOR MANAGING THE MOVEMENT OF LABOR POTENTIAL OF THE ENTERPRISE**

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In the article the main attention is paid to the processes of movement and fluidity of the labor potential of the enterprise. The solution of issues of formation and methodical provision, as well as practical use of different branches of the management system of labor potential of the enterprise on the basis of its regulation of regulation, is becoming important. This determined the choice of the topic, setting goals and objectives of this study. The purpose of the paper is to substantiate the methodological approach to the choice of methods for controlling the movement of labor potential of industrial enterprises. Proceeding from the stated goal, such a task has been formulated and solved: to determine the key factors of the movement of the labor potential of the enterprise; to offer a methodical approach to the choice of methods for managing the movement of labor potential of an enterprise using a diagnostic table and using a matrix of choice of methods. The classification of key factors of the labor potential of industrial enterprises for 4 blocks is proposed: Block 1 Socio-economic factors; Block 2 Managing factors; Block 3 Organizational factors; Block 4 Technical and economic factors. According to the results of the study of key factors of influence on the labor potential of the industrial enterprises under research, the sources (causes) of occurrence and possible ways of solving the difficulties, a diagnostic table with factors, causes, costs and management methods in a certain dependence with corresponding interconnection that determines their orderliness and regularity of development has been designed. The result of the use of the diagnostic table is the matrix of the choice of methods for controlling the movement of labor potential of industrial enterprises, in which the position of the company is determined by three parameters: key factors of motion, causes of movement, costs of negative movement. The proposed matrix allows to analyze the nature of the changes that make up the profile of the labor potential movement, and take into account their interaction for the adoption of managerial decisions. The offered approach to estimation of factors of movement of labor potential allows to form an idea about efficiency of administrative decisions with its perfection in interests of the enterprise.

**Keywords:** industrial enterprises, diagnostic, matrix, factors of the movement, labor potential.

### ***Introduction***

The modern paradigm of scientific thought is directed mainly to the fact that now the management of labor potential should be considered in the context of an integrated approach that takes into account the dynamism of all its components and involves managing of its movement. For a highly developed enterprise, labor potential is its basis, the main value, which acts as a source of formation of high market value. Movement of labor potential is an indicator of the adequacy of enterprise management.

In the article the main attention is paid to the processes of movement and fluidity of the labor potential of the enterprise. The solution of issues of formation and methodical provision, as well as

practical use of different branches of the management system of labor potential of the enterprise on the basis of its regulation of regulation, is becoming important. This determined the choice of the topic, setting goals and objectives of this study.

During the process of research, general scientific methods were used: scientific abstraction, analysis and synthesis, historicity and logic, induction and deduction to determine the methodological essence of economic categories; expert evaluation method – to study the factors of labor potential movement; abstract-logical – for theoretical generalization and formulation of conclusions; system-structural and comparative analysis – to determine the causes of the movement of labor potential; the method of

ranking – to determine the key factors of movement of labor potential.

#### ***Analysis and research of publications***

The phenomenon of personnel turnover is actively being developed by domestic researchers. In particular, the questions of the theory and practice of analysis of personnel turnover have been examined in works of L.V. Balabanova [1], L.F. Berdnikova [2], N.A. Yeliseyeff [3], S.O. Kotsalap, V.Yu. Ulaevicha [5], O.V. Sardak [9]. O.G. Vagonova [4], G.T. Pyatnitskaya [8] have considered the investigation of factors and motives of fluidity. Problems of estimation of staff turnover and improvement of approaches to its management were in attention of V.G. Nikiforenko [6], L.F. Berdnikova, G.M. Sittikova [2], A.V. Scavitin [10]. At the same time, the issue of managing the movement of labor potential of the company remains open today and requires more in-depth study in terms of determining the system of measures aimed at normalizing the process of labor potential of the enterprise.

Purpose of the article. Given the urgency of the problem of movement and fluidity of labor potential, the purpose of the article has been defined: to substantiate the methodical approach to the choice of methods of management of the movement of labor potential of industrial enterprises. Proceeding from the stated goal, the following task was formulated and solved afterwards: to determine the key factors of the movement of the labor potential of the enterprise; to offer a methodical approach to the choice of methods for managing the movement of labor potential of an enterprise using a diagnostic table and using a matrix of choice of methods.

Exposition of basic material. We are of the opinion that the fluidity of the personnel is a continuous movement of a large number of personnel of the enterprise. «Personnel movement» – this concept is very broad, it includes career growth, retraining of staff and associated relocation, mobility and fluidity of staff. This notion can be used for abstract judgments, introductions, generalizations, reducing it to a narrower concept of «staff turnover» greatly limits the possibility of its use, which, from our point of view, is not appropriate. [6].

Thus, staff turnover is the movement of personnel in the organization, which is due to employee dissatisfaction with any elements of the production situation or the dissatisfaction of the owner (administration) with the productive behavior of the employee.

Complex cause-effect relationships of this phenomenon are forced to implement multidisciplinary research. The force of influence of various factors on the level of fatigue of frames is studied. Accumulated data allows to track changes in the force of influence of factors of motion in different business conditions; to evaluate the

differences in the factors affecting the employees, differentiated according to the criteria (for example, age, category, professional training, position, length of service in the organization). Knowledge of factors determinants of the phenomenon theoretically allows to introduce preventive management, but the multicomponent act of factors complicates its practical implementation.

The basis for deciding on dismissal at will (as the key basis for staff turnover) is the accumulated dissatisfaction with various aspects of work in the enterprise. Accumulation of the negative assessment occurs gradually as the process of hiring and consolidation. Representatives of this direction have a direct impact of the organization of processes of personnel management on satisfaction and, as a result, more intensive mobility of personnel. Therefore, recommendations for minimizing the negative consequences of staffing are based on the correction of current processes of personnel management, in particular, the improvement of the system of motivation and remuneration, adaptation programs, the introduction of career-oriented development trajectories.

In our view, the management of the movement of labor potential is a set of administrative actions, aimed, firstly, on the formation of satisfaction of the employee of the organization as a whole and a specific workplace, and secondly, on the target organization and rational regulation of the internal production movement of personnel. The basis of the management of the movement of labor potential is the establishment of the laws of the process of movement of personnel and the dependence of the intensity of movement on the socio-demographic characteristics of workers. Knowledge of these laws allows us to find ways to mitigate the negative effects of these factors.

According to the results of previous studies, on the basis of the expert assessment method, 31 factors that influence the labor potential of the industrial enterprises under study were identified, namely: FM<sub>1</sub> – education level; FM<sub>2</sub> – qualification; FM<sub>3</sub> – age; FM<sub>4</sub> – health condition; FM<sub>5</sub> – organizational structure of the enterprise; FM<sub>6</sub> – financial and economic activity; FM<sub>7</sub> – organization, standardization of work and rest; FM<sub>8</sub> – labor discipline; FM<sub>9</sub> – level of mechanization and automation; FM<sub>10</sub> – labor complexity; FM<sub>11</sub> – technological equipment of the workplace; FM<sub>12</sub> – level of use of scientific and technical achievements; FM<sub>13</sub> – social policy of the enterprise; FM<sub>14</sub> – social infrastructure of the enterprise; FM<sub>15</sub> – quality of personnel management; FM<sub>16</sub> – job satisfaction; FM<sub>17</sub> – organization of work with personnel; FM<sub>18</sub> – a high corporate culture; FM<sub>19</sub> – moral climate in the team; FM<sub>20</sub> – prospects for career growth; FM<sub>21</sub> – moral and material incentives; FM<sub>22</sub> – degree

of development of the territory; FM<sub>23</sub> – economic activity of the population; FM<sub>24</sub> – level of development of human potential; FM<sub>25</sub> – innovation in the business sector; FM<sub>26</sub> – the quality of the education system and the level of professional training; FM<sub>27</sub> – prestige of the industry; FM<sub>28</sub> – labor mobility; FM<sub>29</sub> – progressiveness of technics and technology, stock-making in the industry; FM<sub>30</sub> – the situation in the industry and the dynamics of its development; FM<sub>31</sub> – development of the theory and practice of personnel management. The research has been conducted on the basis of five metallurgical enterprises of the international vertically-integrated corporation Interpipe: Interpipe NTRP (Dnipro, Ukraine); Interpipe Niko Tube (Nikopol, Ukraine); Interpipe NTRP (Novomoskovsk, Ukraine); Interpipe DS (Dnipro, Ukraine); Interpipe DSM (Dnipro, Ukraine).

For determination the values of the influence of factors on the movement of labor potential, the responded employees at the enterprises under study were asked to choose from the list of factors of labor potential movement: the least significant for them is – 1 point; the most significant – 10 points. As a result of the obtained average arithmetic values by factors and rankings, three zones of influence on the movement of the labor potential of the enterprise have been distinguished: values 0-4 – factors of slow influence; the value of 4,1-7 – factors of moderate influence; values 7,1-10 – «key» factors (or factors of strong influence). The identification of key factors that influence the movement of labor potential begins with the allocation of factors whose significance more than the other influences the movement. It is often the case that the key factors in the metallurgical enterprises under investigation are of the same type. In this case, corrective measures will include a wider range of methods for managing the movement of labor potential. It should be noted that the factors common to all companies in the industry, management of which opens the possibility for the enterprise to reduce the negative impact of these factors on its activities are understood as key factors.

According to the results of the estimation of the factors of motion, the classification of key factors of the labor potential of industrial enterprises for 4 blocks has been proposed: Block 1 Socio-economic factors (KFM<sub>1</sub> – labor discipline, KFM<sub>2</sub> – moral stimulation, KFM<sub>3</sub> – job satisfaction, KFM<sub>4</sub> – corporate culture and microclimate in the team); Block 2 Managing factors (KFM<sub>5</sub> – subjective assessment of staff, KFM<sub>6</sub> – lack of attention, management approval, KFM<sub>7</sub> – career prospects, KFM<sub>8</sub> – staffing organization, KFM<sub>9</sub> – style and management methods); Block 3 Organizational factors (KFM<sub>10</sub> – labor complexity, KFM<sub>11</sub> – organization, standardization of labor, KFM<sub>12</sub> – level of mechanization, automation, KFR<sub>13</sub> – working

conditions, KFR<sub>14</sub> – technological equipment of workplaces); Block 4 Technical and economic factors (KFM<sub>15</sub> – financial and economic activity, KFM<sub>16</sub> – material incentives, KFM<sub>17</sub> – level of use of scientific and technical achievements). Allocated key factors determine the prospects and specific directions of management of the labor resources of the investigated metallurgical enterprises.

Based on the results of a more in-depth assessment and analysis of key factors affecting the movement of labor potential of the industrial enterprises under study, the sources (causes) of occurrence and possible solutions to the difficulties arising from this impact, a diagnostic table is proposed in which the factors, causes, costs and management methods are in a certain dependence and the corresponding interconnection that determines their orderliness and pattern of development (Table).

The study of causes, which is necessary for the development of specific measures to reduce the negative impact of the factors of motion, is equally important for the study of the preconditions of the movement. The movement of labor potential may be caused by a sectorial peculiarity of the enterprise or the imperfection of the management system of them. The structure of the motives of the movement is based on real reasons, which cause the employee desire to decide on dismissal from the enterprise. Under the causes of the movement the most common grounds for dismissal workers are understood. In general, the reasons for the dismissals of employees from the enterprise can be analyzed in two aspects.

The first aspect is based on formal criteria. The second aspect is related to the definition of the motivational structure of the labor potential movement. In this case, the statistics of the personnel service will only partially help to find out the motive for dismissing of the employee, because the reason «on his own will» may be due to such motives as: dissatisfaction with the level of remuneration, delay in payment of wages, difficult and dangerous working conditions, unacceptable working conditions, unsatisfactory socio-psychological climate in the team, reasons of personal nature, etc. To identify the causes of the movement within this approach, it is necessary to conduct a sociological study, in particular by questioning the employees of the enterprise.

Setting the level, the size of economic losses, which will lead the turnover of staff is one of the most time-consuming but very important step. For its implementation, additional calculations are required.

These data consist of an analysis of the loss and additional costs associated with the following factors: loss of time at work; expenses for training and retraining of new employees; drop in output from workers before dismissal; low level of output in

The relationship between factors, causes, costs and methods of managing the movement of labor potential of the enterprise

Factors of movement	Causes of movement	Cost articles	Types of expenses	Indexes	Methods of movement control
I	2	3	4	5	6
FM 1	Violation of labor discipline unscrupulous behavior on the workplace (including theft)		Payout benefits	(wages for actually worked during two months working days / number of working days) x (total number of working days in the last two calendar months according to the schedule of work of the enterprise/2)	1. keeping statistics of dismissals by subdivisions, categories of staff, age, work experience, etc.;
FM 2					
FM 3					
FM 4					
FM 5	Severe working conditions or their deterioration		Payments due to illegal dismissal, subsequent restoration and payment of forced labor time(tiredness)	the amount of average earnings for forced tiredness without appropriate deductions+compensation for moral damage	2. identification of the reasons for the dismissal of staff and keeping statistics of these reasons;
FM 6					
FM 7					
FM 8					3. informing employees about the current situation, asking for ideas and suggestions on how to change the situation for the better;
FM 9	Lack of economic stability in the work of the enterprise	Dismissal of staff at will and violation of labor discipline	Losses caused by the discharge-procedure	working time of the administration x salary+working time of the head of the production unit x salary+loss of productivity	4. measures aimed at improving working conditions;
FM 10					
FM 11					5. search and introduction of effective mechanisms for stimulating labor in difficult conditions;
FM 12					6. development of a package of benefits; operational resolution of problems related to economic instability;
					7. informing employees about the plan of stabilization of the state of the company in the market with the request of support in its implementation;
					8. search for reserves to ensure stable and timely payment of wages;
					9. development and introduction of a system of motivation and stimulation of work in crisis situations.

Continuation of Table

1	2	3	4	5	6	
FM 13	Non-constructive style of management	Productivity of employees, non-use of workplace	Loss of time in the absence of an employee in the workplace	time of absence x output per employee x quantity of discharged x product price	10. improvement of working conditions at the enterprise;	
FM 14	Inadequate staff assessment system		Loss of employee productivity before dismissal	average output per day x percentage decrease x time before dismissal x product price	11. improvement of the system of remuneration and personnel motivation;	
FM 15	Lack of opportunities for career growth		Losses in labor productivity of employees in the period of study with the separation from production	average output per day x percentage decrease x time of training with a break from production x price of production	12. enrichment of labor, participation of personnel in the management of the enterprise;	
FM 16			Losses in employee productivity during adaptation	average output per day x percentage decrease x time of full adaptation x product price	13. development of corporate culture, support of a healthy moral and psychological atmosphere in the team, conflict management;	
FM 17	Low wages and transparency of remuneration		Productivity of employees, non-use of workplace	Losses from a shortage in a newly recruited employee	(losses due to the lack of x% of employees who worked less than 12 months of excessive turnover) / ratio of staff to the end and beginning of the period	14. improvement of the rules of career advancement and rotation of personnel;
FM 18				Losses are caused by breaks in work on causes of fluidity	average daily output per worker x average duration of break in work caused by dismissal due to turnover x the number of dismissed workers for reasons of turnover	15. trainings for managers;
FM 19						16. making adjustments to the management style;
FM 20	Losses are caused by breaks in work on causes of fluidity		average daily output per worker x average duration of break in work caused by dismissal due to turnover x the number of dismissed workers for reasons of turnover	Losses are caused by breaks in work on causes of fluidity	average daily output per worker x average duration of break in work caused by dismissal due to turnover x the number of dismissed workers for reasons of turnover	17. replacement of top managers;
FM 21						18. development of special programs of motivation, improvement of labor stimulation for the maintenance of valuable employees;
						19. improvement of the organization of labor and management system.

Continuation of Table

1	2	3	4	5	6
FM 22	Unprofessional recruitment of personnel at vacant positions	Search, attract and hire new employees	The cost of analyzing the content of works and developing models of posts	the cost of analyzing the content of works and developing models of posts x the number of accepted employees	20. improvement of procedures for the search, selection and adaptation of personnel; 21. improvement of the personnel service, in particular the replacement of the responsible person for recruitment; introduction of progressive and successful methods of personnel assessment; 22. modification of the recruitment system; 23. developing a plan of action to minimize the negative effects and improve the image with the involvement of all stakeholders involved in its implementation.
FM 23			Costs for the development of diagnostic tools for determining the suitability of applicants	expenses for the development of diagnostic tools for determining the suitability of applicants x the number of accepted employees	
FM 24	Deterioration of the image and business reputation of the enterprise	Search, attract and hire new employees	The cost of finding and selecting potential candidates for vacancies	(expenses for the search of employees+expenses for the selection of necessary employees) x number of accepted employees	24. improvement of the system of professional training and personnel development; 25. trainings (including with the involvement of a psychologist); 26. development of programs of motivation of labor, which should be aimed at a public demonstration of employee interest, underscoring their significance for the organization; rotation of staff
FM 25			Interview expenses and other diagnostic measures	expenses for interview and other diagnostic measures x number of accepted employees	
FM 26			Costs for the execution of accepted employees	the cost of the execution of accepted staff x the number of accepted employees	
FM 27			Expenditures for training in the workplace and mentoring	expenses for conducting trainings, seminars+expenses for the corporate library+other expenses for organization of training in the workplace and mentoring	
FM 28	Unsatisfactory social and psychological climate in the team; the manual is "unfriendly" put to staff members	Introduction and adaptation of new employees	Expenditures on training and re-training of new employees	the cost of training and re-training of one employee x the number of accepted employees	
FM 29			Economic effectiveness of the program of measures to reduce the negative movement: $E=B * (1-K2/K)$ ; where E is the economic result of reducing the negative labor potential movement; B - average annual expenses, which causes the enterprise negative movement; K1, K2 is the actual and expected coefficient of turnover	Note: Source: developed by the author.	
FM 30					
FM 31					

newly recruited workers; the cost of recruiting the retired personnel; lack of professional adaptation of newly recruited workers.

In the structure of the economic loss of the enterprise due to the turnover of staff can include factors and types of costs, presented in Table. Inclusion of these costs in the structure of the loss depends on the organization of work on the management of staffing and the company's measures of socio-economic security of personnel. But in the traditional practice of assessing the economic consequences of staff turnover due to the complexity of data collection is in a limited format.

Thus, in the structure of economic damage due to the turnover of personnel costs for the formation of staffing and rejection of losses associated with a decrease in the productivity of specialists during the mobility of personnel are included. The magnitude of the damage is determined by the existing practice of organizing work on personnel management. The total amount of economic damage is a benchmark when developing and justifying the draft regulatory action plan.

The next step in building a holistic management system for the movement of labor potential involves the definition of a system of measures aimed at normalizing the process of labor potential of the enterprise. Successful management practices for preventing staff turnover, depending on the reasons for it, are presented in Table

In addition, it should be remembered that during the development of a program for eliminating the negative effects of movement (or turnover) of factors, a comparative analysis of the costs for events and losses due to excessive level of turnover has to be made, that is, the calculation of performance indicators from the implementation of the measures developed (monitoring), is necessary. If the cost of solving the problem of fluctuation will exceed the economic effect of its decrease, it is possible to search for other, more economically feasible options for improving of work with personnel.

The result of the use of the diagnostic table (Table 1) is the matrix of the choice of methods for controlling the labor potential of industrial enterprises, in which the position of the company is determined by three parameters: key factors of motion, causes of movement, costs of negative movement (Figure).

The matrix of selection is divided into: four groups of key factors of movement (respectively, Block 1 Socio-Economic Factors; Block 2 Management Factors; Block 3 Organizational Factors; Block 4 Technical and Economic Factors); 10 reasons for movement; 4 cost groups and 26 methods of turnover control.

The adoption of a managerial decision on the appropriateness of introducing preventive and (or)

corrective action measures using the diagnostic table and matrix of choice may be based on the analysis of factors of labor potential movement, causes and costs.

The justification of the budget involves comparing the necessary resource support with economic losses as a result of the movement of labor potential. Exceeding the planned value over current costs necessitates searching for opportunities to reduce the resource-intensive corrective action.

The matrix of choice allows to identify trends in the labor potential of the industrial enterprise to select appropriate organizational and managerial decisions aimed at ensuring conditions for the effective implementation of creative, physical and labor potential of the personnel. According to the matrix, with appropriate «overlay» of the factors of labor potential movement of industrial enterprises (determined by the results of expert evaluation); clarified causes of movement of labor potential; the established size of economic costs, which will lead to the movement of labor potential, selected appropriate methods of traffic management, which is a system of measures to prevent the negative movement of labor potential, depending on the reasons that predetermine it and aimed at normalizing the process of movement of the labor potential of the enterprise.

The allocated factors of motion contribute to the definition of specific measures for the management and minimization of the negative impact of factors of movement, in particular: maintenance of statistics of dismissals by divisions, categories of personnel, age, work experience, and so on; to identify the reasons for the dismissal of staff and to maintain statistics for these reasons; improvement of working conditions at the enterprise; improvement of the system of remuneration and personnel motivation; enrichment of labor, participation of personnel in the management of the enterprise; improvement of labor organization and management system; support of a positive image of the company in the labor market; improvement of procedures for the search, selection and adaptation of personnel; improvement of the system of professional training and personnel development; improvement of the rules of career advancement and rotation of personnel; development of corporate culture, support of healthy moral and psychological atmosphere in the team, conflict management; etc.

The advantage of the proposed diagnostic toolkit (matrix of choice of methods of traffic management) is the availability of specific recommendations depending on the individual key factor in the movement of labor potential. In addition, it is obvious and does not require computations. The proposed matrix allows to analyze the nature of the changes that make up the profile of the labor potential

Key factors of motion by blocks																
IV – Technical and economic factors	17	M8	M8, M9	M9	M12	M11	M18, M19	M23								
	16					M11	M18, M19									
III – Organizational factors	15		M3, M4, M5	M3, M6, M7, M8	M13	M10	M19	M20, M21	M24							
	14	M3, M4	M3, M4, M5			M10										
	13	M3, M4	M3, M4, M5			M10										
	12				M13	M10										
	11	M5, M7			M10, M19		M23									
	10				M12		M23									
II – Management factors	9				M13, M15- M17		M18									
	8		M3, M5, M8	M7	M13											
	7				M16	M14										
	6				M12, M18, M19				M24- M26							
	5				M16			M21								
I – Socio-economic factors	4				M13	M11, M18, M19										
	3		M4, M8	M6, M7	M10, M12, M16	M18, M19	M11		M24-M26							
	2				M12-M16											
	1	M1, M2	M4, M8	M6, M7					M26							
		1	2	3	4	5	6	7	8	9	10					
Causes of movement																
Costs of negative movement																
1 2 3 4																

Figure. Matrix of the choice of methods for controlling the movement of labor potential of industrial enterprises

*Methods of traffic management (M):*

1 – keeping statistics of dismissals by divisions, categories of personnel, age, work experience, etc .; 2 – identification of the reasons for the dismissal of staff and the statistics of these reasons; 3 – informing employees about the current situation, asking for ideas and suggestions on how to change the situation for the better; 4 – measures aimed at improving working conditions; 5 – search and introduction of effective mechanisms for stimulating labor in difficult conditions; introduction of a package of benefits; 6 – development of measures for the prompt resolution of problems related to economic instability; 7 – informing employees about the plan of stabilization of the state of the company in the market with the request of support in its implementation; 8 – search for reserves to ensure stable and timely payment of wages; 9 – development and implementation of a system of motivation and stimulation of work in crisis situations; 10 – improvement of working conditions at the enterprise; 11 – the improvement of the system of remuneration and personnel motivation; 12 – enrichment of labor, participation of personnel in the management of the enterprise; 13 – development of corporate culture, support of a healthy moral and psychological atmosphere in the team, conflict management; 14 – improvement of the rules of career advancement and rotation of personnel; 15 – trainings for managers; 16 – Making adjustments to the management style; 17 – replacement of top managers; 18 – development of special programs of motivation, improvement of labor stimulation for the maintenance of valuable employees; 19 – improvement of the organization of work and management system; 20 – improvement of procedures for the search, selection and adaptation of staff; 21 – improvement of the personnel service, in particular the replacement of the responsible person for recruitment; introduction of progressive and successful methods of personnel assessment; 22 – modification of the recruitment system; 23 – developing a plan of action to minimize negative impacts and improve the image with the involvement of all stakeholders in its implementation; 24 – improvement of the system of professional training and personnel development; 25 – trainings (including with the involvement of a psychologist); 26 – development of labor motivation programs that are aimed at openly demonstrating the interest of employees, emphasizing their significance for the organization; rotation of staff.

*Causes of movement:*

1 – Violation of labor discipline, unfair behavior at the workplace (including theft); 2 – Severe working conditions or their deterioration; 3 – Lack of economic stability in the work of the enterprise; 4 – Nonconstructive style of management; 5 – Imperfect system of staff assessment; 6 – Lack of opportunities for career growth; 7 – Low wages and opacity of remuneration; 8 – Unprofessional selection of personnel at vacant positions; 9 – Deterioration of the image and business reputation of the enterprise; 10 – Unsatisfactory socio-psychological climate in the team; the manual is «unfriendly» to employees.

*The costs of the negative movement:*

1 – The dismissal of staff at will and violation of labor discipline (payment of benefits, payments in connection with illegal dismissal, subsequent restoration and payment of forced absenteeism, losses caused by the registration of the procedure for dismissal); 2 – Productivity of employees, simple jobs (losses from time absence of an employee in the workplace, loss of productivity of employees before dismissal, productivity of employees in the period of training with a break from production, loss in productivity of employees during the period of adaptation, losses from the lack in a newly recruited employee; losses caused by breaks in work for reasons of turnover); 3 – Search, attraction and recruitment of new employees (expenses for analysis of the content of works and the development of model positions; costs for the development of diagnostic tools for determining the suitability of applicants; costs for the search and selection of potential candidates for vacancies; interview expenses and other diagnostic measures; expenses for registration of accepted employees); 4 – the introduction and adaptation of new employees (the cost of organizing training in the workplace and mentoring, the cost of training and retraining of new employees).

*Note: Source:* developed by the author

movement, and take into account their interaction for the adoption of managerial decisions. The offered approach to estimation of factors of movement of labor potential allows to form an idea about efficiency of administrative decisions with its perfection in interests of the enterprise.

Conclusions. Thus, the movement of labor potential cannot be unambiguous. On the contrary, labor mobility of workers is now considered as a condition for the implementation of the production process. The management problem is the reorganization of the unorganized movement of workers from one enterprise to another in an organized, regulated one. The ultimate goal of analyzing the movement of labor potential is the search for methods of regulation and management of this process in the desired direction.

The feature of the proposed diagnostic toolkit (diagnostic table and matrix of choice of methods of traffic management) is that the matrix is not only very easy to use, but it is also possible to add and adapt it to the conditions of a particular industrial enterprise by making an updated recommendation, taking into account the additional use of other factors of motion, which specialists of the company consider as important and necessary at a certain stage of economic development of the enterprise. The same factors proposed in the work, in our opinion, are acceptable to any industrial enterprise, regardless of its organizational and legal form.

Subsequently, the authors of the study plan to introduce the proposed methods for managing the movement of labor potential on the basis of the industrial enterprises under investigation and to calculate the efficiency of their implementation.

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**МЕТОДИЧНИЙ ПІДХІД ДО ВИБОРУ МЕТОДІВ УПРАВЛІННЯ РУХОМ ТРУДОВОГО ПОТЕНЦІАЛУ ПІДПРИЄМСТВА**

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У статті основна увага приділена процесам руху і плинності трудового потенціалу підприємства. Вирішення питань формування та методичного забезпечення, а також практичного використання на підприємствах різних галузей системи управління трудовим потенціалом підприємства на основі регулювання його руху, набуває важливого значення. Це і визначило вибір теми, постановку мети і завдань даного дослідження. Метою статті є обґрунтування методичного підходу до вибору методів управління рухом трудового потенціалу промислових підприємств. Виходячи з поставленої мети, сформульовано і вирішено таке завдання: визначити ключові фактори руху трудового потенціалу підприємства; запропонувати методичний підхід до вибору методів управління рухом трудового потенціалу підприємства за допомогою діагностичної таблиці та використання матриці вибору методів. Запропонована класифікація ключових факторів руху трудового потенціалу промислових підприємств за 4 блоками: Блок 1 Соціально-економічні фактори; Блок 2 Управлінські фактори; Блок 3 Організаційні фактори; Блок 4 Техніко-економічні фактори. За результатами дослідження ключових факторів впливу на рух трудового потенціалу досліджуваних промислових підприємств, джерел (причин) виникнення і можливих шляхів рішення виникаючих труднощів запропонована діагностична таблиця, в якій фактори, причини, витрати та методи управління перебувають у певній залежності і відповідному взаємозв'язку, що обумовлює їх впорядкованість і закономірність розвитку. Результатом використання діагностичної таблиці виступає матриця вибору методів управління рухом трудового потенціалу промислових підприємств, в якій позиція підприємства визначається за трьома параметрами: ключові фактори руху, причини руху, витрати від негативного руху. Запропонована матриця дозволяє аналізувати характер змін, що становлять профіль руху трудового потенціалу, і враховувати їх взаємодії для ухвалення управлінських рішень. Запропонований підхід до оцінювання факторів руху трудового потенціалу дозволяє скласти уявлення про ефективність управлінських рішень з його вдосконалення в інтересах підприємства.

**Ключові слова:** промислові підприємства, діагностика, матриця, чинники руху, трудовий потенціал.

**ГАРМИДЕР Л.Д., ГОНЧАР Л.А., БЕГМА П.О. МЕТОДИЧЕСКИЙ ПОДХОД К ВЫБОРУ МЕТОДОВ УПРАВЛЕНИЯ ДВИЖЕНИЕМ ТРУДОВОГО ПОТЕНЦИАЛА ПРЕДПРИЯТИЯ**

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В статье основное внимание уделено процессам движения и текучести трудового потенциала предприятия. Решение вопросов формирования и методического обеспечения, а также практического использования на предприятиях разных отраслей системы управления трудовым потенциалом предприятия на основе регулирования его движения, приобретает важное значение. Это и определило выбор темы, постановку цели и задач данного исследования. Целью статьи является обоснование методического подхода к выбору методов управления движением трудового потенциала промышленных предприятий. Исходя из поставленной цели, сформулировано и решены такие задачи: определить ключевые факторы движения трудового потенциала предприятия; предложить методический подход к выбору методов управления движением трудового потенциала предприятия с помощью диагностической таблицы и использования матрицы выбора методов. Предложена классификация ключевых факторов движения трудового потенциала промышленных предприятий по 4 блокам: Блок 1 Социально-экономические факторы; Блок 2 Управленческие факторы; Блок 3 Организационные факторы; Блок 4 Техничко-экономические факторы. По результатам исследования ключевых факторов влияния на движение трудового потенциала исследуемых промышленных предприятий, источников (причин) возникновения и возможных путей решения возникающих трудностей предложена диагностическая таблица, в которой факторы, причины, расходы и методы управления находятся в определенной зависимости и соответствующей взаимосвязи, которая обуславливает их упорядоченность и закономірность развития. В качестве результата использования диагностической таблицы выступает матрица выбора методов управления движением трудового потенциала промышленных предприятий, в которой позиция предприятия определяется по трем параметрам: ключевые факторы движения, причины движения, затраты от негативного движения. Предложенная матрица позволяет анализировать характер изменений, которые представляют профиль движения трудового потенциала, и учитывать их взаимодействия для принятия управленческих решений. Предложенный подход к оценке факторов движения трудового потенциала позволяет создать представление об эффективности управленческих решений в интересах предприятия.

**Ключевые слова:** промышленные предприятия, диагностика, матрица, факторы движения, трудовой потенциал.