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METHODS OF CONTROLLING THE FLOW OF THE INDUSTRY ENTERPRISE PERSONNEL

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The article substantiates that nowadays human resource management needs to be considered in the context of a comprehensive approach that takes into account the dynamics of all its components and implies managing its fluidity. This determined the choice of topic, goal setting and objectives of this study. The purpose of the article is to define modern methods of personnel turnover management and peculiarities of their use. Based on this goal, the following tasks were formulated and solved: to determine the priority of methods in the management of staff turnover at industrial enterprises; on the basis of research with the use of staff turnover management methods to prove the need for their implementation in enterprises. The article identifies the causes of staff turnover at industrial enterprises and describes the characteristics of related layoffs. Both negative and positive effects of staff turnover on industrial enterprises have been determined. Based on the results of previous studies, modern management practices for preventing staff turnover have been outlined and the necessity for their implementation in enterprises is substantiated. According to the results of implementation of recommended methods of personnel turnover management at enterprises and taking into account the reasons for negative movement, based on expert evaluation, forecast data on the coefficient of turnover have been obtained. The proposed approach to determining priority methods in managing staff turnover at industrial enterprises allows to develop measures to minimize staff turnover. The scientific novelty is to develop a set of measures to manage staff turnover that deals with key factors of movement, causes of movement, costs of negative movement. The results of the study are aimed at creating the basis for the development of a targeted program to reduce the level of turnover and losses. The proposed approach to managing staff turnover at the enterprise by defining modern methods of staff turnover management and developing a set of measures is to minimize contradictions between the needs, interests of employees and the specific capabilities of their satisfaction.

Keywords: industrial enterprises, personnel, turnover, movement, complex of measures, causes of movement, management methods.

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Introduction and problem statement

The modern paradigm of scientific thought is directed mainly at the fact that nowadays the management of personnel should be considered in the context of a comprehensive approach, which takes into account the dynamics of all its components and implies the management of its turnover. For a highly developed enterprise, staff is its basis, the main value, a source of formation of high market value. The current state of enterprises requires constant revision, updating, improvement of approaches and methods for managing the turnover of enterprise

personnel.

Analysis and research of publications

The phenomenon of staff turnover is being actively developed by domestic researchers. In particular, the works of L. Balabanova [1], N. Yeliseyeva [5], S. Kotsalap, V. Ulasevich [6], O. Sardak [9] are devoted to the problems of the theory and practice of staff turnover analysis. O. Vagonov [3] and G. Pyatnitskaya [8] investigated the factors and motives of turnover. Problems of estimation of staff turnover and improvement of approaches to its

Table 1

Recommended methods for managing staff turnover at industrial enterprises

Source: [1–10].

The name of the method	Actions
1	<p>building an effective information system (correct determination of the content and volume of information; valid identification of specific recipients of information; time, timing of information receipt, periodicity, adequate methods of communicating information to specific executors; forms of transferring information from employees to the management);</p> <p>informing employees of the situation with a request to express ideas and suggestions for changing the situation for the better</p> <p>holding a meeting of senior staff with the participation of senior management, at which managers cover issues such as: when and whom they plan to dismiss; how the company will live and survive in crisis; what each employee can do to improve the situation in general (and, respectively, their position), etc.;</p> <p>newsletter about the situation on the market where the business of the company is located (which will allow the staff to represent the most important tasks of the organization more clearly in the near future);</p> <p>dissemination of information about the situation to competitors (to retain the most valuable experts, who are expedient to demonstrate that everyone, including the closest competitors, suffers from the crisis);</p> <p>more open attestations and analysis of their results, open discussion of dismissals (new criteria for evaluating success, how to work to minimize the risk of your dismissal).</p>
2	<p>additional guarantees in the field of labour and health protection on the basis of a collective agreement, in addition to the compensations and benefits provided by law;</p> <p>widespread use of special automatic devices, appliances and mechanisms;</p> <p>installation of centralized air conditioning for the widespread use of cold to cool the air supplied to the workplace and to reduce the temperature of walls, floors and other enclosures at permanently located posts and control panels of various mechanisms (rolling mills, lifting mechanisms, loading devices, etc.);</p> <p>capture of ash ejected from boiler plants and steam power stations and its removal from the territory of enterprises;</p> <p>greening of the territory of enterprises, especially near crafts;</p> <p>Arrangement of convenient transportation routes for both people and transport.</p>
	<p>introduction of a system of payments of monthly or quarterly bonuses as a percentage of the value of sold products (for employees capable of influencing sales volume);</p> <p>payment of bonuses (annual bonuses for the results of work, taking into account changes in sales volume);</p> <p>providing with effective medical care, vouchers to the sanatoriums for both employees and their families, establishing work in the cultural sphere;</p> <p>provision of social programs for the organization of sanatorium and spa treatment for employees and the recreation of their children during summer holidays;</p> <p>payment of quarterly bonuses for absence of disruptions in work, etc.;</p> <p>use of the system of penalties and cancellation of premium payments for the purpose of ensuring economic security, compensation for damage caused to the enterprise as a result of thefts, absenteism;</p> <p>improvement of household services (food, cultural, social and sports work).</p>

Methods of controlling the flow of the industry enterprise personnel

Continuation of the Table 1

	1	2
development of measures for prompt solving of problems related to economic instability	<p>providing employees with up-to-date timely, truthful information;</p> <p>motivation of employees to creative thinking, creativity at work;</p> <p>to guarantee the rights of the employee to the results of his intellectual activity;</p> <p>ensuring the rights and interests of the enterprise as an economic system, which provided employees with the necessary resources for creative management;</p> <p>regular operational monitoring of the achievement of the goals by the staff in forms of reports, general meetings, etc.;</p> <p>implementation of integrated strategic planning at enterprises;</p> <p>activation and capacity building of the enterprise while overcoming the chaotic nature of the internal state and external activity, increasing the predictability of the enterprise.</p>	<p>personal address of the manager during a general meeting of labor staff or during personal interaction;</p> <p>regular communication between management and staff;</p> <p>explanatory work among the staff (characterization of the situation regarding the state of the enterprise; the most likely option for the development of the enterprise, if no anti-crisis measures are taken; planned measures to prevent the deterioration of the state of the enterprise; the program of exit of the enterprise from the crisis state and the role of staff in its successful implementation).</p>
informing employees about the plan of stabilizing the state of the enterprise on the market with the request of support in its implementation	<p>search for reserves to ensure stable and timely payment of wages</p>	<p>develop the wage and bonus program based on a differential approach to different categories of staff;</p> <p>to develop and implement a package of provisions aimed at stimulating initiatives in the business activities of the enterprise (for example, seeking outside orders for the implementation of additional services, attracting new customers);</p> <p>to ensure the release of redundant workers (it is advisable to draw up schedules for work depending on the time of workload of the company, to increase control over labor discipline;</p> <p>it is necessary to carry out timely calculation of wages taking into account the inflation rate, rewards can be given in the particular situation, as the amount of the premium is calculated, the terms of the payments are made;</p> <p>organizational stimulation (creative work, share in management, business trips), etc.</p>
development and implementation of a system of motivation and stimulation of work in crisis situations	<p>enrichment of labor, staff participation in enterprise management</p>	<p>remuneration must be fully consistent with the end results of the work and the quantity and quality of the products or services produced;</p> <p>to try to avoid economically unreasonable gaps between the wages of employees;</p> <p>to reduce the fixed part of the salary, to be able to generate income by increasing the variable part, which is to be linked to the employee's contribution to the achievement of the strategic and financial goals of the company;</p> <p>to explain to employees, on what principles their wages are formed, what are the ways of its receiving</p>

Continuation of the Table 1

	1	2
improvement of career advancement rules and staff rotation	<p>research of problems related to the identification of needs for management personnel, their development and promotion; forecasting of positions in key management positions; professional development planning (training, internships, etc.), evaluation procedures, and job placement (promotion, rotation) of managers; planning the career process for the enterprise as a whole, including the development of organizational space in accordance with the goals and capabilities of the company, the needs and abilities of staff; organization of processes of training, evaluation, adaptation and professional orientation, competitive conditions for replacement of vacancies for managers; activation of career directions of managers, creation of conducive conditions for career management: self-marketing (self-presentation, self-promotion), self-management, regulation of the course of career processes, prevention and prophylactic measures for crisis phenomena, deviations from the norm, including the appearance of careerism; coordination and coordination of actions of different parts of the career management system; control over the performance of functions, evaluation of the effectiveness of career process management on the basis of a certain system of indicators.</p>	<p>combining staff rotation with internships and mentoring, improving the financial components of the social rotation mechanism, taking into account not only the real needs to compensate for the costs of relocation and arrangement of employees to be rotated, but also additional incentive measures related to the adaptation of workers and their families to a new place of work; development of professional and personal qualities of employees due to optimization of continuous education throughout the whole period of work, development of corporate culture; organization of timely methodological and informational support of the processes of rotation, taking into account the data of monitoring and analysis of the results of the rotation of the personnel of industry.</p>
making adjustments to management style		<p>the use of situational and target management style at enterprises; (Situational technology or personnel management by a current situation: used mainly at the grassroots level of management; consists of making operational decisions on the basis of constant monitoring of the situation in the workforce and in the external environment, analysis of the results of the activity of personnel and reaction to the real situation on the market. Target technology or personnel management by purpose: Provides support for the entrepreneurial leadership style, the idea of which is to have a deep understanding and employees support of the organization's goals; reduced to the mobilization of creative efforts of staff by maximizing the convergence of individual, group and collective interests through the development of mission leadership (philosophy, policy); creation of an economic environment at the enterprise that would allow employees to realize their potential).</p>

Methods of controlling the flow of the industry enterprise personnel

Continuation of the Table 1

<p>1</p> <p>development of special programs of motivation, improvement of work organization and management system</p>	<p>one-time payments for participation in the development of the organization (proposals for the introduction of new accounting systems, planning, etc.);</p> <p>free time incentives (reviews, extra days off);</p> <p>providing employees with additional training, advanced training, payment of scholarships to "excellent students"; attracting staff resources for interest;</p> <p>providing interest-free or low-interest rate revolving loans;</p> <p>partial (from 10-50%) payment of mortgage for improvement of living conditions of employees;</p> <p>healthy living allowance (5-30% of wages);</p> <p>partial or full payment for health treatment at health resorts and resorts;</p> <p>premium for work experience at the enterprise;</p> <p>reimbursement of expenses for the use of a personal car for business purposes;</p> <p>Payment for mobile use, etc</p>	<p>2</p> <p>delegation of authority based on the capabilities and abilities of their employees and taking into account the need for their motivation and stimulation;</p> <p>ensuring the control of the final results of the assignment and promptly informing the subordinates of the results of the control;</p> <p>study by the authorities of economic action of working conditions and improvement of financial incentives to improve the working environment;</p> <p>training, support and development of knowledge and skills of employees during the compulsory certification of jobs;</p> <p>improving the organization of workplaces;</p> <p>organization of techniques and methods of work;</p> <p>optimization of pace of work;</p> <p>optimization of the schedule of work and rest;</p> <p>prevention and reduction of labor monotony by increasing the variety of work;</p> <p>rhythmnization of work (work on a schedule with a 10-15% reduced load in the first and last hours of working time);</p> <p>computerization of computer and analytical activity, use of modern software;</p> <p>to apply new methods for in-company training of personnel for the enterprise;</p> <p>to introduce new methods of motivation of specialists in order to avoid the problem of reduction of personnel in future, etc.</p>	<p>improvement of the concept of in-house PR in order to improve the image of the organization, increase the responsibility of employees in decision-making;</p> <p>improving the organization of industrial and social adaptation of workers, especially young people (adaptation of young workers is a social and psychological process of involving a young specialist in the workforce, which involves the acquisition and consolidation of interest in work, the accumulation of work experience, the establishment of business and personal contacts with the team, public activity, etc.);</p> <p>moral stimulation (gratitude announced in official decrees, at the meeting, in the media (various public forms));</p> <p>rewarding with a valuable gift, encouragement with the certificate of honour;</p> <p>a suggested list for employee self-selection of a method of promotion ("menu method");</p> <p>awarding with tourist tickets;</p> <p>personal awards (encouragement);</p> <p>entry in the book of history of the enterprise, firm, organization;</p> <p>creation and planning of conditions for career advancement;</p> <p>forming components of effective staff engagement management (inspiring leadership; ongoing staff training; corporate culture; developing each employee's talents; sense of responsibility).</p>
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Table 2
The yield factor before and after the implementation of the flow management methods at the enterprise

The reasons for the movement	K1 (2017 year)*	K2 (forecast year)**
«Interpipe VTORMET»		
Difficult working conditions or their deterioration (working conditions, working hours)	5.89	4.15
Lack of economic stability in the work of the enterprise (family circumstances)	4.48	4.01
Low wages and transparency of remuneration (wages)	11.6	9.2
Total	21.97	17.36
«Interpipe NTRP»		
Violation of discipline, malpractice in the workplace (the initiative of the supervisor)	0.78	0.34
Difficult working conditions or their deterioration (working conditions, working hours, intensity of work, health status)	1.42	0.98
Lack of economic stability in the work of the enterprise (rotation, family circumstances, work abroad)	2.92	1.19
Lack of career opportunities	0.36	0.24
Low wages and transparency of remuneration (wages)	4.19	3.38
Unsatisfactory social and psychological climate in the team; management is "unfriendly" to employees	0.11	0.08
Total	9.78	6.21
«Interpipe NIKO TUBE»		
Violation of discipline, malpractice in the workplace (the initiative of the supervisor)	4.41	3.38
Difficult working conditions or their deterioration (working conditions, working hours, intensity of work, health status)	0.54	0.43
Lack of economic stability in the work of the company (family circumstances, work abroad)	5.39	4.94
Low wages and transparency of remuneration (wages)	6.38	4.29
Unsatisfactory social and psychological climate in the team; management is "unfriendly" to employees	0.04	0.01
Total	16.76	13.05
«Interpipe NMPP»		
Violation of discipline, malpractice in the workplace (the initiative of the supervisor)	4.41	3.85
Difficult working conditions or their deterioration (working conditions, working hours, intensity of work, health status)	0.3	0.17
Lack of economic stability in the work of the company (family circumstances, work abroad)	1.9	1.67
Low wages and transparency of remuneration (wages)	5.61	4.07
Total	12.22	9.67
«Interpipe STEEL»		
Violation of discipline, malpractice in the workplace (the initiative of the supervisor)	3.71	2.64
Difficult working conditions or their deterioration (working conditions, working hours, intensity of work, health status)	1.86	1.13
Lack of economic stability in the work of the company (family circumstances, work abroad)	7.24	6.67
Lack of career opportunities	0.19	0.08
Low wages and transparency of remuneration (wages)	12.24	10.05
Unsatisfactory social and psychological climate in the team; management is "unfriendly" to employees	0.19	0.06
Total	25.24	20.63

Note: * – according to the enterprise data; **– according to peer review

management were in the center of attention of L. Berdnikova, G. Situdkova [2], L. Harmider, L. Honchar [4], V. Nikiforenko [7], A. Skavitin [10]. At the same time, the issue of comprehensive staff turnover management system remains open and needs to be studied more in terms of defining a system of measures aimed at normalizing the process of movement of enterprise personnel.

The purpose of the article

The article is devoted to the determination of modern methods of managing the staff turnover of enterprises and features of its use. Based on this goal, the following tasks were formulated and solved: to determine the priority of methods in the management of staff turnover at industrial enterprises; to prove the need for their implementation at enterprises on the basis of research of the use of staff turnover management methods.

Presenting main material

As the object of the study the enterprises of the international vertically integrated company «Interpipe»: Interpipe NTRP; Interpipe NIKO TUBE; Interpipe NMPP; Interpipe STEEL; Interpipe VTORMET were selected.

In previous studies, there was offered a diagnostic table. The result of implementation of that is the matrix of choice of methods for managing the movement of personnel labor potential at industrial enterprises, in which the position of the enterprise is determined by three parameters: key factors of movement, causes of movement, costs of negative movement [4]. Based on these results and using the matrix of choice of methods of management of labor potential of industrial enterprises' personnel, the methods of motion management for the investigated industrial enterprises have been determined (Table 1).

Taking into account the reasons for the negative movement on the basis of expert evaluation, the forecast data on the coefficient of fluidity were obtained (Table 2).

The projected decrease in the turnover rate is a consequence of the introduction of recommended staff turnover management methods. As noted above, the negative movement of staff causes considerable loss to the enterprise. Today, according to estimates of domestic and foreign specialists, the cost of replacing a worker is 7-20% of his annual salary, specialist – 18-30%, manager – 70-100%. Costs are also significantly affected by the loss of time, as it takes up to two months to find a new replacement and a month to get a new employee to work, their retrain and adaptation. That is, with a high value of the level of turnover, the enterprise may incur significant costs, which are not always obvious at first glance. The ultimate goal of personnel turnover analysis is to find ways of regulating and managing

this process in the desired direction.

Conclusions

According to the results of the study, the basic methods of management and minimization of staff turnover are possible to be determined:

- keeping statistics of dismissals by departments, categories of personnel, age, work experience and so on;
- identification of reasons for dismissal of staff and keeping statistics of these reasons;
- improvement of working conditions at the enterprise;
- improvement of the system of remuneration and staff motivation;
- enrichment of labor, personnel participation in enterprise management;
- improvement of work organization and management system;
- maintaining a positive image of the company in the labor market;
- improvement of procedures of search, selection and adaptation of personnel;
- improvement of the system of vocational training and personnel development;
- improving the rules of career advancement and staff rotation;
- development of corporate culture, support of healthy moral and psychological atmosphere within the team, conflict management etc.

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МЕТОДИ УПРАВЛІННЯ ПЛІННІСТЮ ПЕРСОНАЛАУ ПРОМИСЛОВИХ ПІДПРИЄМСТВ

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У статті обґрунтовано, що нині управління персоналом необхідно розглядати в контексті комплексного підходу, який враховує динамічність всіх цього складових і передбачає управління його плинністю. Це і визначило вибір теми, постановку мети і завдань даного дослідження. Метою статті є визначення сучасних методів управління плинністю персоналу та особливостей їх використання. Виходячи з поставленої мети, сформульовано і вирішено такі завдання: визначити пріоритетність методів в управлінні плинністю персоналу на промислових підприємствах; на основі дослідження використання методів управління плинністю персоналу довести необхідність їх впровадження на підприємствах. У статті виявлено причини плинністі кадрів на промислових підприємствах і дано характеристики пов'язаних з ними звільнень. Визначено як негативні, так і позитивні наслідки плинності кадрів на промислових підприємствах. На основі результатів попередніх досліджень наведено сучасні управлінські практики запобігання плинності кадрів та обґрунтовано необхідність їх впровадження на підприємствах. За результатами впровадження рекомендовані методів управління плинністю персоналу на підприємствах та з урахуванням причин негативного руху на основі експертного оцінювання отримано прогнозні дані щодо коефіцієнта плинності. Запропонований підхід до визначення пріоритетних методів в управлінні плинністю персоналу на промислових підприємствах дозволяє розробити заходи щодо мінімізації плинності кадрів. Наукова новизна полягає в розробці комплексу

заходів при управлінні плинністю персоналу, що враховує ключові фактори руху, причини руху, витрати від негативного руху. Отримані результати дослідження спрямовані на створення основ для розробки цільової програми зниження рівня плинності кадрів і втрат. Запропонований підхід щодо управління плинністю кадрів на підприємстві через визначення сучасних методів управління плинністю персоналу та розробці комплексу заходів полягає в зведенні до мінімуму протиріч між потребами, інтересами працівників і конкретними можливостями їх задоволення.

Ключові слова: промислові підприємства, персонал, плинність, рух, комплекс заходів, причини руху, методи управління.

МЕТОДЫ УПРАВЛЕНИЯ ТЕКУЧЕСТЬЮ ПЕРСОНАЛА ПРОМЫШЛЕННЫХ ПРЕДПРИЯТИЙ

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В статье обосновано, что сейчас управление персоналом необходимо рассматривать в контексте комплексного подхода, который предлагает динамичность всех его составляющих и предусматривает управление его текучестью. Это и определило выбор темы, постановку цели и задачий данного исследования. Целью статьи является определение современных методов управления текучестью персонала и особенностей его использования. Исходя из поставленной цели, сформулированы и решены следующие задания: определить пріоритетность методов в управлении текучестью персонала на промышленных предприятиях; на основе исследования использования методов управления текучестью персонала обосновать необходимость их внедрения на предприятиях. В статье выявлены причины текучести кадров на промышленных предприятиях и даны характеристики связанных с ними увольнений. Определены как негативные, так и позитивные последствия текучести кадров на промышленных предприятиях. На основе результатов предыдущих исследований приведены примеры современной украинской практики предотвращения текучести кадров и обоснована необходимость их внедрения на предприятиях. По результатам внедрения рекомендованных методов управления текучестью персонала на предприятиях и с учётом причин негативного движения на основе экспертного оценивания получены прогнозируемые данные коэффициента текучести. Предложенный прогноз к определению пріоритетных методов в управлении текучестью персонала на промышленных предприятиях позволяет разработать мероприятия по минимизации текучести кадров. Научная новизна заключается в разработке комплекса мероприятий при управлении текучестью персонала. Что учитывает ключевые факторы движения. Причины движения, затраты от негативного движения. Полученные результаты исследования направлены на создание основ для разработки целевой программы снижения уровня текучести кадров, и потерь. Предложенный подход по управлению текучестью кадров на предприятиях через определение современных методов управления текучестью персонала и разработки комплекса мероприятий заключается в снижении до минимума противоречий между потребностями, интересами работников и конкретными возможностями их удовлетворения.

Ключевые слова: промышленные предприятия, персонал, текучесть, движение, комплекс мероприятий, причины движения, методы управления

METHODS OF CONTROLLING THE FLOW OF THE INDUSTRY ENTERPRISE PERSONNEL

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The article substantiates that nowadays human resource management needs to be considered in the context of a comprehensive approach that takes into account the dynamics of all its components and implies managing its fluidity. This determined the choice of topic, goal setting and objectives of this study. The purpose of the article is to define modern methods of personnel turnover management and peculiarities of their use. Based on this goal, the following tasks were formulated and solved: to determine the priority of methods in the management of staff turnover at industrial enterprises; on the basis of research with the use of staff turnover management methods to prove the need for their implementation in enterprises. The article identifies the causes of staff turnover at industrial enterprises and describes the characteristics of related layoffs. Both negative and positive effects of staff turnover on industrial enterprises have been determined. Based on the results of previous studies, modern management practices for preventing staff turnover have been outlined and the necessity for their implementation in enterprises is substantiated. According to the results of implementation of recommended methods of personnel turnover management at enterprises and taking into account the reasons for negative movement, based on expert evaluation, forecast data on the coefficient of turnover have been obtained. The proposed approach to determining priority methods in managing staff turnover at industrial enterprises allows to develop measures to minimize staff turnover. The scientific novelty is to develop a set of measures to manage staff turnover that deals with key factors of movement, causes of movement, costs of negative movement. The results of the study are aimed at creating the basis for the development of a targeted program to reduce the level of turnover and losses. The proposed approach to managing staff turnover at the enterprise by defining modern methods of staff turnover management and developing a set of measures is to minimize contradictions between the needs, interests of employees and the specific capabilities of their satisfaction.

Keywords: industrial enterprises, personnel, turnover, movement, complex of measures, causes of movement, management methods.

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