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*Blahoi Vitalii, Pakulina Alevtina, Shvedova Olena***WAYS TO IMPROVE THE SYSTEM OF FORMATION AND USE OF PERSONNEL
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The article examines the problems of interrelationship of purposeful methods of managing the personnel potential of the enterprise with justification of directions for increasing the efficiency of the use of personnel potential. These requirements are important at various stages of personnel management, which are implemented through the use of appropriate management methods. Personnel management methods are used in a complex, complementing each other, and creating a general system of management methods that meets the specific needs of the enterprise. It has been established that salary (or payment of bonuses) is not always a sufficient motivating factor. In order to solve these challenges, it is proposed to create an employee incentive system directly related to work results, which is the most reliable way to focus the team on the defined goals provided by the strategic plan. The bonus system is aimed at supporting the achievements of employees and groups that have achieved planned results. The process of developing scientific and practical provisions and recommendations for the formation of the main directions of increasing the efficiency of the use of personnel potential has been further developed, in particular, a modification system of labor remuneration has been proposed, which makes the labor remuneration of all categories of workers dependent on the intensity of work, which will make it possible to create a single mechanism for motivating the entire team. In addition to rewarding employees, staff incentives are also provided through participation in the company's profits. We offer a system of profit distribution arising from increased labor productivity, with the aim of reducing costs per unit of production by stimulating the achievement of higher labor efficiency, while not increasing fixed costs associated with increased labor intensity.

Keywords: personnel, labor potential, efficiency, motivational approach, employee bonus systems.

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***Introduction and problem statement in general
and its connection with important scientific or practical
tasks***

For a long time, the experience of personnel management in developed Western countries was not properly taken into account or studied by theoreticians and practitioners from all over Ukraine. However, it became obvious that the objective perception of the great experience of these countries and the transfer of their practices, methods and forms of management of

enterprises and personnel in Ukraine can reflect a management mechanism that will be more flexible and sensitive to the introduction of new management methods. These innovations, in turn, contribute to rational and adequate management of the creative personnel potential of employees in the organization.

The importance of effective formation and use of personnel potential is constantly growing as a key factor in increasing competitiveness and achieving long-term success. Most experts offer a modern concept of

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personnel utilization, which is widely considered, emphasizing the difference in performance evaluation (focusing on the full use of the potential of employees, and not simply on minimizing costs); according to the principle of control (focusing on self-control, not dependence on external control); and by the predominant form of organization (organic, flexible form of organization, not centralized bureaucratic).

Thus, the relevance of the study is determined by the urgent need to find and develop scientifically based directions for increasing the efficiency of the use of personnel potential.

Analysis of recent research and publications that initiated the solution to this problem and on which the author relies

In the works of domestic scientists, the theoretical aspects of the definition of the concept, the principles of the formation of personnel potential and the area of its application have been significantly developed. In particular, the works of L.V. Balabanova [1], V.Yu. Horbokon [2], V.M. Hrynyova [3], A.O. Kasych [4], V.O. Moskalenko [5], E.K. Onyshchenko [6], O.V. Sardak [7] and others.

However, understanding the essence and assessment of personnel potential in a theoretical aspect requires further research and the development of specific recommendations regarding factors that contribute to its development. These recommendations can be applied in the practical activities of enterprises.

The identified article focuses on previously unresolved parts of the general problem

To date, effective personnel management has become a key factor in the development of the enterprise's competitiveness and the achievement of its economic goals. Many managers underestimate the importance of personnel management methods that are successfully used by modern management abroad, although they contribute to effective management and increase labor productivity. At this point, it is important to recognize that ignoring these techniques is the main obstacle and the greatest weakness of management.

Formulation of the article's objectives (task statement)

The purpose of the article is to study the theoretical and practical aspects of the interrelationship of purposeful methods of managing the personnel potential of the enterprise with the justification of directions for increasing the efficiency of the use of personnel potential.

Presentation of the main research material with a full justification of the obtained scientific results

The personnel management method is defined as a tool for influencing the team and individual

employees in order to direct their activities towards the achievement of the company's goals. Its role is to coordinate and organize employees in the process of functioning of the organization. In other words, personnel management methods are used to solve the main tasks of personnel management, such as finding the most effective ways to influence the team to realize their potential and achieve the company's goals. In the scientific and practical field of personnel management, several classifications of methods are usually distinguished depending on their content and orientation, such as administrative (organizational-administrative), economic, and social-psychological.

There is also a classification of personnel management methods by belonging to management functions, namely: methods of providing the organization with personnel; staff evaluations; organization of labor remuneration; career management; professional training; management of disciplinary relations; ensuring safe working conditions. Administrative methods are based on power, discipline and sanctions. These methods have a direct impact on the object of management, since any order or directive is mandatory, and in case of non-compliance, administrative sanctions are applied.

Therefore, organizational and administrative methods are aimed at influencing human motivation, such as a sense of responsibility, a sense of duty, a perceived need for discipline in work and a desire to work in a certain organization. The main task of this group of methods is to maintain employees in a disciplined state and to provide the organizational clarity necessary for the optimal functioning of personnel and the organization. The elements on which the administrative methods of personnel management are based are: the current legislative framework of the country; normative acts adopted in higher management structures; a system of plans, programs and tasks developed in the organization itself; and operational management system (orders, sanctions, incentives). In addition, administrative methods can be classified into three main groups: organizational, administrative and disciplinary.

Regulation of the object can be carried out in various aspects: general organization (through the main regulatory document - the charter); a separate structural unit (through the regulations on the unit or the passport of the unit); a specific position in management bodies (through job instructions or position regulations); the relationship between the organization and the staff (through the rules of internal procedure, recruitment and dismissal rules); the technology of performing administrative work (through the technological passport and document flow schemes).

As for the regulation itself, it includes a wide range of regulations both for the entire organization and in the field of personnel management, such as labor standards (grades, tariffs, bonus systems); organizational and management standards (rules of internal procedure, procedures for hiring, dismissal, transfer, business trip).

Administrative methods are primarily aimed at achieving set management goals, monitoring compliance with internal regulatory documents and ensuring the established parameters of the management system through direct administrative regulation. These methods have a number of advantages: unity in management to achieve the main goal; a large amount of material costs is not required; prompt achievement of goals and quick response to changes in the external environment.

Disciplinary measures suppress the initiative of employees, which does not stimulate them to work effectively, as they require the obligatory registration of all decisions, which slows down their implementation, and are often perceived negatively by the employees themselves.

In the modern conditions of the market economy, economic methods are becoming one of the key tools of personnel management. They include various ways of creating economic conditions that motivate personnel to take necessary actions for the organization. These methods of influence are indirect, and their main task is to mobilize labor resources through economic stimulation in order to achieve a certain result. Basic human needs become the object of such economic influence.

Economic methods of management include means used at the level of state and local authorities, such as the tax system and the financial and credit mechanism. They also include methods that are used in organizations, such as establishing economic norms of enterprise activity, a system of financial incentives for employees, as well as a system of responsibility for the quality and efficiency of work, and participation in the enterprise's profits. One of the important economic methods of personnel management is technical and economic planning, which harmonizes and incorporates all economic management methods. With the help of planning, the program of the organization's activities is determined, the main goals and objectives are established, strategies and plans for achieving goals are developed, resources are allocated and deadlines are determined, and responsibility for the implementation of plans is also established. Thus, planning helps to strengthen the interaction between the heads of different departments. If technical and economic planning is decisive for all other methods, then economic (material) stimulation occupies a

central place among them.

Material incentives are implemented by setting the level of material rewards (salary, bonuses), compensations and benefits, as well as the use of other similar material measures that motivate both individual employees and teams to improve the efficiency of their work. Wages play a central role in the system of material labor incentives. For most workers, it is the main source of income, which indicates that the salary will be the main incentive for improving work efficiency and overall productivity. Thus, economic methods of personnel management have several advantages: the possibility of flexible influence on personnel through material incentives; stimulating the initiative on the basis of material interests; development of the creative potential of employees through interest in increasing wages.

The only disadvantage is that interests that go beyond material values may be satisfied only partially or not at all, which can lead to a decrease in employee productivity. Today it is known that the effectiveness of work depends to a large extent on various social and psychological aspects. The ability to cooperate with the team and create a favorable social and psychological atmosphere is a key competence for any successful manager. Therefore, for the most effective influence on the team, it is advisable to use social and psychological methods of management.

Socio-psychological management methods are based on interaction through social ties, moral and psychological influence, the use of moral incentives for work, as well as the use of psychological techniques to form the internal desire of the employee to perform the necessary work without direct administrative intervention. Social-psychological methods are aimed at the values of the individual through the established norms of behavior, the creation of a social-psychological environment, moral motivation and the development of social policy in the organization. The main socio-psychological methods include: creation of labor teams, taking into account the individual characteristics and needs of workers; formation of a favorable psychological environment in the team; a personal example of a manager for his subordinates, which motivates them to self-realization and attachment to the organization under the guidance of a successful leader; establishment of clear and understandable goals and mission of the enterprise for employees; involvement of employees in management; satisfaction of cultural and spiritual needs, which includes holding corporate events and joint recreation; establishment of social norms of behavior; development of moral incentives and sanctions that combine positive and negative aspects.

However, the effectiveness of this method depends on the duration of its use and established tradition; as well as from the availability of social prevention and protection of workers, which includes free medical care, regular preventive examinations, benefits, food stamps, free tours, compensation for travel expenses, etc. However, this method can be effective only at enterprises with low wages and the need for additional material incentives. It is important to note that socio-psychological methods often do not require significant financial investments, but predicting their results can be difficult.

The efficiency of work in conditions, when other conditions are the same, depends on a person’s personal attitude to work and his work behavior. Labor behavior, in turn, is determined by the influence of various factors that act with different strength and in different directions.

Among the considered classification of motivation methods, 3 groups of basic needs are also distinguished in the scientific literature: material, labor and statutory. According to this division, motivation can be considered as material, labor and statutory.

Sociological studies confirm that in the current conditions of the economic crisis, the majority of respondents (68.9%) prefer material factors as the main motives for work.

Material motivation is determined by the desire to achieve a certain level of wealth, an appropriate standard of living and material comfort. This motivation depends on various indicators, such as: personal income level; level of income differentiation; structure of personal income; effectiveness of the system of material incentives.

The level of income greatly affects the ability to ensure a full recovery of working capacity and determines the level of motivation to work. One of the principles of modern management is “high pay – high productivity”, which indicates the importance of high wages for motivating employees. Although wages

are considered only one of the hygiene factors, it is important to accurately determine their forms and sizes, because a bad choice can lead to dissatisfaction with working conditions on the part of employees, which in turn will lead to a decrease in the efficiency of the use of personnel potential.

The practical experience of analyzing the financial and economic activity of enterprises confirms the need to consider the problem of staff motivation, since the following symptoms are observed among employees: a feeling of unimportance of their work, dissatisfaction with professional growth, lack of independence due to unclear requirements, loss of interest in work and increased staff turnover.

It is important to note that high motivation for salary increases is often observed among young workers who face life challenges, such as starting a family, buying a home, ensuring material comfort, etc.

Also, high motivation from salary growth is characteristic of managers whose work requires significant responsibility and tension; the salary acts as a factor that compensates for the large costs of time and health.

However, the impact of an increase in wages on average has a limited time period, which usually does not exceed a year, and then begins to decrease. Motivation from a salary increase almost always weakens, even if the salary is significantly increased. Salary (or payment of bonuses) is not always a sufficient motivating factor if there is a long time interval between achieving high results at work and receiving money. Therefore, salary becomes a motivating factor only when it is directly related to work results.

Creating a system of motivating employees is the most reliable way to focus the team on the defined goals provided for in the strategic plan. The bonus system is aimed at supporting the achievements of employees and groups that have achieved the planned results (Table).

Indicators of bonuses and directions of employee incentives

Directions of stimulation	Bonus indicators
Improvement of the quality of works and services	Reducing the number of returns due to poor product quality, reducing the level of complaints, improving the quality of service and increasing sales volumes.
Reduction of material costs	Optimizing the use of various material resources, such as raw materials, materials, tools, energy, spare parts and others.
Growth of labor productivity	Increasing labor productivity by increasing the volume of sales (services) calculated for each employee; reduction of labor intensity of each service unit; performing more work with fewer employees.

Source: based on [8].

In contrast to the equity system, the revenue sharing system assumes that bonuses depend on such indicators as productivity, quality, material savings and customer satisfaction. This creates a close connection between the work results of each employee and the size of his bonus.

In most enterprises, the profit proportionally depends on the sales volume, which, in turn, depends on the efficiency of the employees. The implementation of the employee bonus system will allow the enterprise to reduce the number of labor force due to the increase in labor productivity.

For the effective implementation of the chosen alternative, it is recommended to establish a plan of assigned tasks for each employee. If the employee successfully fulfills the plan, he is credited with the corresponding percentage of the bonus, which, on average, should be about 20%. A bonus percentage of 20% or more of total compensation creates significant attention and drives performance.

The results of the implementation of these measures can be seen already during the first months of operation. This is because this process takes into account not only material motivators, but also psychological factors such as competition and the desire to win. Thanks to the implementation of the employee bonus system, the company can reduce the number of employees, while increasing the efficiency of the use of personnel potential.

In addition to rewarding employees, staff incentives are also provided through participation in the company's profits. This means that a certain part of the profit is distributed among the company's employees. This process can be temporary (for example, monthly payments) or delayed for several months or years. In addition, profit distribution can take the form of cash payments or the provision of a certain number of company shares to employees.

We offer a system of profit distribution arising from increased labor productivity, with the aim of reducing costs per unit of production by stimulating the achievement of higher labor efficiency, while not increasing fixed costs associated with increased labor intensity.

The approach is based on the determination of the overall labor force utilization rate. This ratio is calculated as the ratio of total labor costs to the volume of products sold. This ratio, which is stable in most enterprises, for example, in most branches of the chosen industry, is used as the base level of the ratio.

We calculate allowable labor costs using the base level of the total ratio and the volume of sales for the reporting period. These allowable expenses are then compared to actual wages.

A comparison of actual and budgeted labor costs

shows that actual costs are lower than budgeted. This opens up the opportunity to increase wages for employees. Also, the calculations indicate an increase in the value of the total labor potential of the enterprise. This indicates a general increase in the efficiency of the use of the company's personnel potential.

Conclusions from this research and prospects for further research in this direction

The effectiveness of the management system depends on how it covers various forms and methods, taking into account the specifics of the enterprise, production organization, working conditions, team structure, employee needs, corporate culture, market situation and economic situation in the country.

It has been established that salary (or payment of bonuses) is not always a sufficient motivating factor. It is proposed to create a system of employee incentives directly related to work results, which is the most reliable way to focus the team on the defined goals provided for in the strategic plan. The bonus system is aimed at supporting the achievements of employees and groups that have achieved planned results.

As a result of the research, it was identified that at most enterprises, the profit proportionally depends on the sales volume, which, in turn, depends on the efficiency of the employees. The implementation of the employee bonus system will allow the enterprise to reduce the number of labor force due to the increase in labor productivity. For the effective implementation of the chosen alternative, it is recommended to establish a plan of assigned tasks for each employee. If the employee successfully completes the plan, he is credited with the corresponding percentage of the bonus. On the basis of these reserves, strategies for the development of the personnel potential of the enterprise are developed.

The process of developing scientific and practical provisions and recommendations for the formation of the main directions of increasing the efficiency of the use of personnel potential has been further developed, in particular, a modification system of labor remuneration has been proposed, which makes the labor remuneration of all categories of workers dependent on the intensity of work, which will make it possible to create a single mechanism for motivating the entire team.

In addition to rewarding employees, staff incentives are also provided through participation in the company's profits. We offer a system of profit distribution arising from increased labor productivity, with the aim of reducing costs per unit of production by stimulating the achievement of higher labor efficiency, while not increasing fixed costs associated with increased labor intensity.

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ШЛЯХИ ВДОСКОНАЛЕННЯ СИСТЕМИ ФОРМУВАННЯ І ВИКОРИСТАННЯ КАДРОВОГО ПОТЕНЦІАЛУ

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У статті розглянуто проблеми взаємозв’язку цілеспрямованих методів управління кадровим потенціалом підприємства з обґрунтуванням напрямів підвищення ефективності використання кадрового потенціалу. Ці вимоги мають значення на різних етапах управління персоналом, які реалізуються через застосування відповідних управлінських методів. Методи управління персоналом використовуються в комплексі, взаємодоповнюючи один одного, та створюючи загальну систему методів управління, яка відповідає конкретним потребам підприємства. Встановлено, що заробітна плата (або виплата бонусів) не завжди є достатнім мотивуючим фактором. Щоб вирішити ці виклики, запропоновано створення системи стимулювання працівників, прямо пов’язаної з результатами праці, що є найбільш надійним способом зосередження колективу на визначених цілях, передбачених стратегічним планом. Система преміювання спрямована на підтримку досягнень працівників та груп, які досягли запланованих результатів. Дістало подальшого розвитку процес розробки науково-практичних положень і рекомендацій щодо формування основних напрямів підвищення ефективності використання кадрового потенціалу, зокрема запропоновано модифікаційну систему оплати праці, яка стаєть в залежність оплату праці всіх категорій працюючих від інтенсивності праці, дасть змогу створити єдиний механізм мотивації всього колективу. Окрім преміювання працівників, також передбачено стимулювання персоналу через участь у прибутку підприємства. Пропонуємо систему розподілу прибутку, що виникає від підвищення продуктивності праці, з метою зниження витрат на одиницю продукції шляхом стимулювання досягнення вищої ефективності праці, при цьому не збільшуючи постійні витрати, пов’язані зі зростанням трудомісткості.

Ключові слова: кадри, трудовий потенціал, ефективність, мотиваційний підхід, системи преміювання працівників.

WAYS TO IMPROVE THE SYSTEM OF FORMATION AND USE OF PERSONNEL POTENTIAL

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