

**Hanna Tabatskova**  
*Candidate of Economic Sciences,  
Associate Professor at the Department of Enterprise Economics  
Mykolaiv National Agrarian University*

**Табацкова Г.В.**  
*кандидат економічних наук, доцент кафедри економіки підприємств  
Миколаївського національного аграрного університету*

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## **FORMATION OF THE SYSTEM OF EFFECTIVE PERSONNEL MANAGEMENT**

## **ФОРМУВАННЯ СИСТЕМИ ЕФЕКТИВНОГО УПРАВЛІННЯ ПЕРСОНАЛОМ**

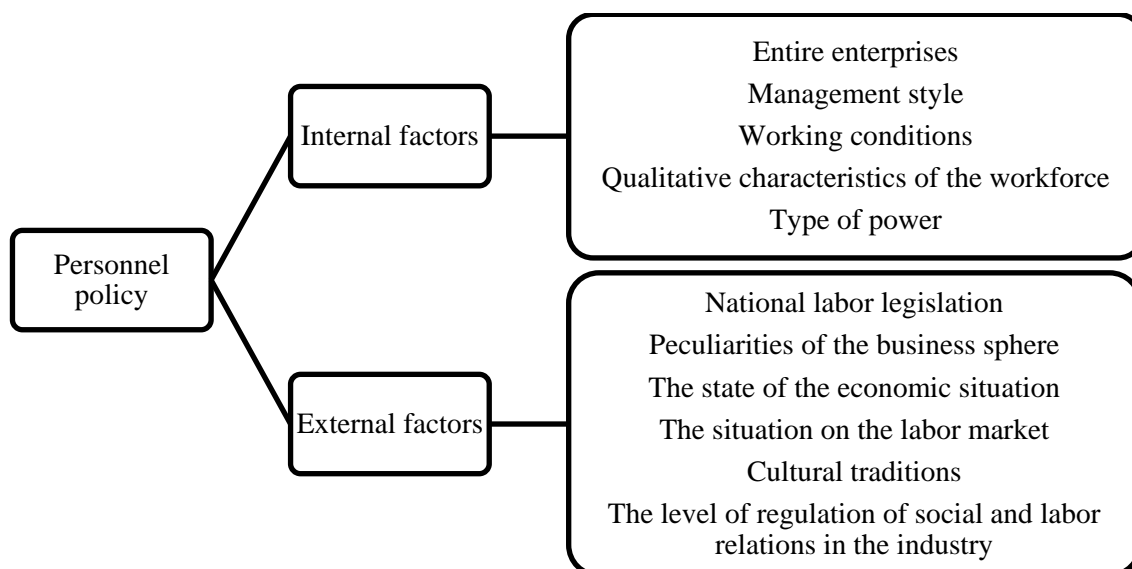
The efficiency of the enterprise and its ability to compete on the market depend on the quality of personnel management. The potential of personnel is affected by the combination of abilities, knowledge, experience and personal qualities of employees that they contribute to the company's activities. The ability of the enterprise to use this potential in the most effective way is of primary importance for achieving the set goals and supporting sustainable development. However, in conditions of uncertainty and dynamic changes in the business environment, companies face a number of problems related to ensuring effective personnel management.

The effectiveness of the complex personnel management system of the enterprise can be reasonably considered a part of the efficiency of the enterprise as a whole. However, nowadays there is no single approach to evaluating such efficiency. The difficulty is that the work of employees is closely related to the production process, its final result and the social development of the company.

Many works of domestic and foreign authors are devoted to the concept and principles of ensuring the effectiveness of the company's personnel management system. Among them, it is necessary to highlight the works of such Ukrainian researchers as M.D. Vinogradskii, N.L. Gavkalova, O. Gerasimenko, V.M. Danyuk, A.M. Kolot, O.M. Shkanova, M.I. Murashko, G.S. Sukov and others. The work of such foreign authors as M. Armstrong, A.P. Yehorshyn, L.V. Kartashova, A.Ya. Kibanov, E.V. Maslova, Yu.G. Clothes, etc. The analysis of numerous scientific works showed that the issue of determining the methodological foundations of the organization and evaluating the effectiveness of the use of functional training in the management of the company's personnel remains unresolved [2].

Different countries have different approaches to personnel management, which depends on factors such as worldview, traditions, upbringing and culture. These factors form a specific practice implemented by business entities in the management of their employees. One of these practices is the use of a flexible pay system, which is designed to take into account the individual needs of employees at all levels of management. In addition, new personnel motivation systems, such as loyalty programs, are being implemented to further increase employee motivation.

To increase the company's competitiveness, a comprehensive and purposeful personnel policy aimed at effective management of potential personnel and their optimal use is necessary. Personnel policy is a set of rules aimed at the formation, development and use of personnel, as well as the creation of optimal conditions for work, motivation and stimulation.



**Figure 1. Factors determining the company's personnel policy**

To evaluate and make decisions about personnel potential, there is an analysis of the company's supply of personnel and the efficiency of their use. It is important to note that with the transition to a market economy, the analysis of industrial relations becomes increasingly important because labor has value and is competitive in the labor market.

During the analysis of the personnel potential, the following tasks are solved: assessment of the personnel potential of the enterprise and its branches; determines the level of general and specialized education of personnel, their structure in relation to the modern scientific and technical level of production and organization; implement production safety with personnel [1].

The main goal of implementing international personnel management practices is to create a productive and exceptionally qualified workforce that can achieve outstanding results due to strong motivation and professionalism [2].

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