

и увеличения прибыли. Следовательно, мотивация персонала – важный аспект эффективной деятельности предприятия, поэтому очень важно уделять ей пристальное внимание в системе управления.

Устранение вышеназванных проблем, будет способствовать достижению лучших экономических результатов, устойчивому финансовому положению предприятия и позитивным тенденциям управления.

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ПЕРСОНАЛ В СИСТЕМЕ УПРАВЛЕНИЯ РАЗВИТИЕМ ПРЕДПРИЯТИЯ

The radical changes that have taken place in the economy of Ukraine in recent years require a comprehensive analysis and further development of enterprise management, especially personnel. It is also connected with the growth of their role in the modern conditions of formation of the national economy, as well as with demographic and migration processes, which have led to a decrease in the number of labor resources, deterioration of their quality structure, reduction of intellectual potential. Effective economic activity of the enterprise is possible in the presence of the formed management mechanism. Given that the efficiency of personnel use and the intensity of the process of reproduction of labor potential are of paramount importance for the realization of competitive advantages, the formation of an effective mechanism of personnel management is a strategic task of the enterprise, as successful development of the enterprise provides the labor sphere. In this regard, the contribution of each employee to the final results of the organization. Therefore, the task of the enterprise in achieving highly productive work is to find effective ways to manage labor and create a management mechanism that will be adequate to the current stage of market transformation, enhance human resources, transform staff into human capital and bring income to both employee and enterprise. Solving problems

and achieving the goals facing the company will determine the effectiveness of the management mechanism. The process of personnel management should be aimed at the formation and professional development of each individual. Civil society has a task to preserve and actively use the creative potential of staff, to direct their energy to the creation and economic growth of our state. Staff training requires considerable effort from both the individual and society. For this reason, in the formation of the mechanism of personnel management in modern conditions, considerable attention should be paid to the effective use of employees of the enterprise.

The introduction of the concept of "personnel" into the scientific and theoretical apparatus of the economy testifies to the fact that creativity, professional knowledge and experience of employees really provide economic efficiency and competitive advantages of the enterprise in modern economic conditions, as a result of the activities of employees, both general organizational (increase in profit) and personal (satisfaction of social and other needs of employees) goals. Modern enterprises operating in market conditions are characterized by the presence of persons who are interested in and take part in the effective operation of enterprises (for example, shareholders, owners, owners of property shares), but do not belong to the personnel of the organization. Such persons are referred to the general personnel space of the enterprise. Thus, taking into account the existing theoretical foundations regarding the essence of the concept, we propose to consider the personnel of the enterprise as a set of workers with the necessary professional training, knowledge, experience and practical skills to perform economic and financial activities, affects the level of competitiveness and economic sustainability of the functioning of agricultural enterprises and the achievements personal goals of working.

The current state of enterprises is characterized by the continuous updating of technologies, the introduction and complication of computer information systems. These processes are accompanied by and based on the development of the abilities of workers, periodic professional development, retraining of workers. Unfortunately, at present, scientific and technological progress and the development of a market economy in Ukraine do not create conditions under which the importance of the human factor increases in increasing the efficiency and competitiveness of economic entities and its knowledge, experience, and skills of workers become more significant. But to the greatest extent, it is the aggregate abilities of the personnel of the enterprise that provide the advantages of

an economic entity in the market and increase the value of its capital. Thus, human resources is the main factor that can lead to the effectiveness of the production and economic activities of the entity. In our opinion, when assessing the human capital of an individual employee, it is mandatory to take into account the concept of "labor potential of an employee" and "human potential" of a microeconomic subject. Otherwise, we may get an inferior result.

It should be noted that most often the enterprise, due to an insufficiently developed system of labor motivation, a weak management system, due to technical backwardness, weak labor equipment, does not provide opportunities for the implementation of all human abilities. In a mixed economy, it is the diversification of an individual's income that can allow her to realize her human capital in various areas, that is, to receive income from the realization of her abilities. This explains the attempts of the authors to introduce the term "career potential of an employee". In my opinion, the labor potential of the employee is an integral, but not the only part of the career potential, since the latter, in addition to the capabilities of the individual, also includes the desire, aspiration or even ambitions of a person. Includes a wide range of characteristics in the career potential of an individual: openness of mind, lack of conformism; assertiveness, tendency to self-assertion; the desire to work "according to your schedule"; the ability to work hard for a long time; a desire to consider irrational ideas, everything unusual, supernatural, a tendency to work on unclearly defined and ambiguous problems; love for the free "play of ideas"; much greater interest in the unknown than in the known, the need for new and unusual experiences; tolerance to situations of uncertainty; the need for freedom, in particular for the freedom to choose research topics; a penchant for humor, desires, aspirations and ambitions, attitude towards innovation. [ten].

It should be emphasized that these characteristics can be unclaimed by the enterprise, remain in a latent form. The opportunities for career advancement are influenced by many factors, the main of which are not only the internal capabilities of the employee himself, but also the factors of the external environment: the management system at the enterprise, the career opportunities of his colleagues, the career opportunities of the enterprise itself. The individual perceives the totality of abilities and knowledge as a personal property and therefore makes a decision on organizing his own business or employment, since his creative potential acts and functions as capital. An enterprise should strive to capitalize on human potential. Receiving income, its increase is ensured by the resto-

ration, formation, improvement of creative abilities, requires certain costs from a person. At the same time, a person always compares expenses with future income. Personnel research implies a comprehensive and objective analysis of this multi-structural and complex concept, contains quantitative and qualitative characteristics. The main characteristics of the company's personnel are: number, structure, competence, professional naturalness, which must be taken into account when developing effective methods of enterprise management. Quantitative characteristics are more often expressed in the number of employees required to achieve the goals of its activities. In modern economic conditions, more attention should be paid to the qualitative characteristics of employees, because they most of all affect the socio-economic component of personnel management. Personnel development factors are divided into external and internal. Assessment of the influence of certain factors will allow us to determine the strengths and weaknesses, to identify reserves, and also to develop effective management decisions and possible directions of development.

The laws of self-organization imply the use of certain technologies, the simplest of which are to identify indicators of development factors. They give them the following definition: these are “phenomena that arise spontaneously or naturally in the course of the interaction of external and internal factors”. The sphere of acceptable solutions for the development of the system should be located between the level of enterprise functioning, designed on the basis of a technical ideal, and the level that is designed based on the existing state of this agro-formation and the entire system of agro-industrial production. Personnel management should be distinguished by completeness on the basis of a comprehensive solution to personnel problems, the introduction of new and improvement of existing forms and methods of personnel work. A scientific approach to personnel management requires taking into account and actively using organizational-economic, legal, technical, socio-psychological and other aspects in their totality and interrelation.

The lack of an effective mechanism of personnel management in the enterprise management system has a negative impact on the activity: the company can not withstand constant changes in business conditions and ensure an appropriate level of economic stability. Determining the main components of the personnel management mechanism is one of the most important and relevant issues today, otherwise insufficient attention to this issue can lead to the destruction of the strategic potential of the enterprise, loss of competitiveness, and so on.