

УДК 658:005.95](477)(045)

DOI: <https://doi.org/10.32782/business-navigator.77-3>

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## THE THEORETICAL ANALYSIS OF APPROACHES TO FORMATION OF THE NATIONAL SYSTEM OF AGRICULTURAL ENTERPRISE PERSONNEL MANAGEMENT

### ТЕОРЕТИЧНИЙ АНАЛІЗ ПІДХОДІВ ДО ФОРМУВАННЯ ВІТЧИЗНЯНОЇ СИСТЕМИ УПРАВЛІННЯ ПЕРСОНАЛОМ АГРАРНОГО ПІДПРИЄМСТВА

This article attempts to consider a modern approach to a comprehensive assessment of the efficiency of the personnel management system at domestic enterprises. The article analyses the main target ways of development of personnel management, taking into account the military realities in Ukraine. An assessment of modern and perspective approaches to the formation of a personnel management system for Ukrainian enterprises has been carried out. Examples of perspective directions for choosing priorities to improve the effectiveness of the national system of personnel management are provided. An effective human resource management system enables managers to achieve the goals of the enterprise, to introduce innovative technologies, which will lead to an increase in financial results and competitiveness of the enterprise. The purpose of the scientific research is to study the issues related to the formation of an effective human resources management system. The information base of the study includes monographs, Internet resources, articles and textbooks by foreign and domestic authors. The article summarises the theoretical foundations of existence and characteristics of human resource management systems and analyses the concept of 'effective human resource management system'. The issues of effective human resources management at enterprises are discussed and the trends in the development of world management are taken into account. The theoretical aspects of formation of efficient human resource management systems at enterprises are studied. The methodology for evaluating the effectiveness of human resource management systems based on the selection of efficiency criteria for the economic, social and organisational subsystems of a complex system is described.

**Keywords:** efficiency, management system, evaluation, personnel, management, scientific approach, enterprises.

У даній науковій статті здійснена спроба розглянути сучасний підхід щодо формування вітчизняної системи управління, а отже комплексної оцінки ефективності системи менеджменту персоналу на вітчизняних підприємствах. Проаналізовані основні цільові шляхи розвитку менеджменту персоналу, враховуючи воєнні реалії сьогодення в Україні. Проведена оцінка сучасних і перспективних підходів формування системи менеджменту персоналу для українських підприємств. Наведені приклади перспективних напрямків вибору пріоритетів для підвищення ефективності вітчизняної системи менеджменту персоналу. Ефективна система управління персоналом дозволяє керівникам досягати підприємницьких цілей та впроваджувати інноваційні технології, що, в свою чергу, сприяє зростанню фінансових показників і підвищенню конкурентоспроможності компанії. Метою даної статті є вивчення проблеми створення ефективної системи управління персоналом. Дослідження базується на аналізі таких літературних джерел, як монографії, наукові публікації у

періодичних виданнях, інтернет-ресурси та підручники як вітчизняних, так і зарубіжних авторів. У статті узагальнено теоретичні основи сутності та особливостей системи управління персоналом, а також проаналізовано поняття та зміст ефективної системи управління персоналом. У статті аналізується проблема ефективного управління людськими ресурсами на підприємствах з урахуванням сучасних тенденцій у світовому менеджменті. Досліджуються теоретичні аспекти та можливості створення ефективної системи управління персоналом. Розглядаються методи оцінки ефективності системи управління персоналом, які ґрунтуються на виборі критеріїв для оцінки роботи економічної, соціальної та організаційної підсистем складної системи. Оцінка ефективності, як набір процедур, слугує інструментом для керівника, що дозволяє виявити та оцінити загальну якість системи управління персоналом, а також виявити недоліки, які потребують усунення або коригування в процесі діяльності. Існує п'ять категорій показників, які можна емпірично оцінити для визначення ефективності управління персоналом: продуктивність праці, матеріальна ефективність виробничого процесу, нематеріальна ефективність виробництва, ставлення до роботи та взаємини з іншими людьми. Для цього необхідно застосовувати системний підхід, який враховує взаємозв'язки між різними аспектами проблеми, щоб досягти поставлених цілей, визначити шляхи їх реалізації, створити відповідний механізм управління та забезпечити комплексне планування і організацію системи.

**Ключові слова:** ефективність, система менеджменту, оцінка, персонал, управління, науковий підхід, підприємства.

**Statement of the problem.** Today's realities have contributed to the fact that business entities find themselves in a dynamic market environment characterised by great uncertainty and various risks. The activities of a modern enterprise are influenced by many direct and indirect factors that are difficult to control and the results of their activities cannot be predicted. Therefore, business entities are constantly looking for ways to increase their adaptability to changes in the market. The main idea on which this research article is based is that the human resource management system is one of the promising areas for increasing the flexibility of an enterprise in the market of consumer goods and services. This is especially important for enterprises, since their success depends on highly qualified employees, proper distribution of their responsibilities and an effective management system. Analysing modern approaches to human resources management used in international and domestic practice is currently a topical issue. At the same time, we believe that an important task is to classify different approaches depending on the needs and capabilities of the business entity. Resolving this issue is of great practical importance for increasing the profitability and innovation of Ukrainian enterprises.

**Analysis of recent research and publications.** In the scientific works, a significant number of domestic and foreign scholars study the problem of transition of Ukrainian enterprises to modern forms of management. Some scholars – K. Bezgin, C. Clark, M. Denysenko, G. Hamel, V. Kabalina, P. Khariv, L. Shymanovska-Dianich, O. Sobko, O. Volkova, M. Zanini and others – pay attention to the formation of innovation-active spaces and methods of non-linear management. Others, such as Y. Appelo, D. Bakke, Y. Klymenko, M. Porter, T. Kulnich and others study the organisation and interaction of management and project teams. At the same time, O. Amosha, J. Black, A. Braverman, I. Chobitok, O. Doronina, B. Dzhereliuk, S. Dziuba, N. Gavkalova, J. Ivantsevich, V. Kovalev, O. Kryvoruchko, A. Lobanov, V. Pagrushev, F. Poklonsky, V. Prokhorova, M. Rak, D. Sink, G. Skudar, S. Shekshnya, A. Thompson, focus on assessing the effectiveness of the personnel management system, etc [2; 3; 7; 11].

**Highlighting previously unresolved parts of the overall problem.** We believe that the formation of basic

criteria for assessing the relevance of implementing a progressive approach to transforming the personnel management system of domestic enterprises is an area of little research today. First, the Covid-19 pandemic and then the war in Ukraine demonstrated that business entities are in a state of crisis in identifying existing management systems that have lost their effectiveness. In this situation, which is compounded by the chronic crisis in the Ukrainian economy, the issue of recruitment and selection of an effective HR management system is a priority.

**Formulation of the research task.** The article is aimed at a theoretical study and typology of modern approaches to the formation of effective personnel management systems for domestic enterprises.

**Summary of the main research material.** Today, the national economy has already entered the stage of developed market relations. Of course, the command-and-control past and ill-conceived economic policy of the first decades of Ukraine's independence had a significant impact on its state. It has long been a classic to look for chronic problems of the national economy and ways to solve them. In our opinion, Ukraine is now as close as possible to solving the problems of creating effective HR management systems. After all, 33 years of independence have seen the emergence of a new generation of young managers who are ready to integrate domestic and foreign management experience into the inflexible management systems of modern enterprises. In turn, choosing the right approach that is effective and efficient is of great importance for unlocking the economic potential of an enterprise.

The effective operation of enterprises largely depends on their ability to innovate, which ultimately affects the level of development of the country as a whole. Enterprise management in Ukraine is currently focused on solving short-term problems. Many enterprises resemble temporary structures that do not have the necessary intellectual, organisational, economic and production «strength» to allow for effective renewal if necessary. At the same time, rapid changes in tasks, decisions, and priorities inherent in economic activity lead to poor business results and a decrease in the competitiveness of enterprises.

The solution to these problems from the theoretical point of view is reflected in the modern concept of strategic

management of enterprise development on an innovative basis. However, the formation of the modern concept of strategic management was preceded by several stages of formation and development of management theories, starting from the end of the XIX century to the present days. A characteristic feature of all schools of management is their organic interconnection and interpenetration, the natural emergence of the next ones within the development of the previous schools. Each of them has made a significant and tangible contribution to the development of strategic management.

There are different approaches to the classification of management development concepts [1; 4; 6]. Usually, in publications devoted to the history of management, management theories are placed in chronological order. Such a presentation of management theories makes it possible to see clearly the difference between the directions of science development. A more acceptable approach to considering management theories may be from the point of view of what this or that management concept paid most attention to, namely management activity, task or person. It should be noted that the emphasis on one of these phenomena was typical for the initial stage of development of management theories, when the foundations of the modern concept of management were laid. Later, as knowledge of management deepened and its nature changed, a synthetic approach that linked these and other phenomena into a single organic whole began to develop. Thus, the evolution of approaches to enterprise HR management is presented in Table 1 below.

What is happening today in the developed civilised world at the level of management theory and practice can be called a «quiet management revolution», its beginning has coincided with the entry of society into an innovative stage. The old, traditional direction in management is being replaced by a new individualistic and informational one. The essence of the new management philosophy is defined in the specialised literature as follows, presented below (Figure 1) [5; 13]:

- the emphasis is on the self-realising person – as opposed to the economic and social person;
- the enterprise is seen as a living organism that consists of people united by common values, as a «clan»;

– the enterprise must constantly renew itself in its efforts to adapt to external factors, the main one being the consumer.

At the same time, we have to take into account the fact that Ukraine is experiencing somewhat different processes in all spheres of life – processes of survival caused by the war.

We consider it necessary to mention the basic concepts related to the subject matter of our scientific article, as they have a wide interpretation in the domestic and foreign scientific literature. Thus, management is a control in a market economy. This means that an enterprise focuses on the demand and needs of the market, on the requests of specific consumers and organises the production of those types of products that are in demand and can bring profit to the enterprise. Management also constantly aims to improve production efficiency, reduce costs and achieve optimal results. It ensures economic independence, which allows those responsible for the final results of the company or its divisions to make decisions. In addition, management constantly adjusts goals and programmes depending on market conditions. The final result of the company’s activities or its economically independent units is revealed in the market during the exchange. In order to make informed and optimal decisions, it is necessary to use a modern information base with computer equipment for various calculations [8, p. 7].

The enterprise management system includes the principles and mechanisms of decision-making, information flow, planning, as well as motivation and financial incentive systems.

A standard management system includes the following components, that are presented below (Figure 2).

Thus, based on modern approaches to management, an enterprise’s activities are modelled as a set of processes, each of which is controlled and managed by a responsible person. A certain set of these processes forms the basis of a standard management system. Each of the standard management systems is aimed at implementing the policy formulated by the company’s management in this area of activity [9; 10; 12].

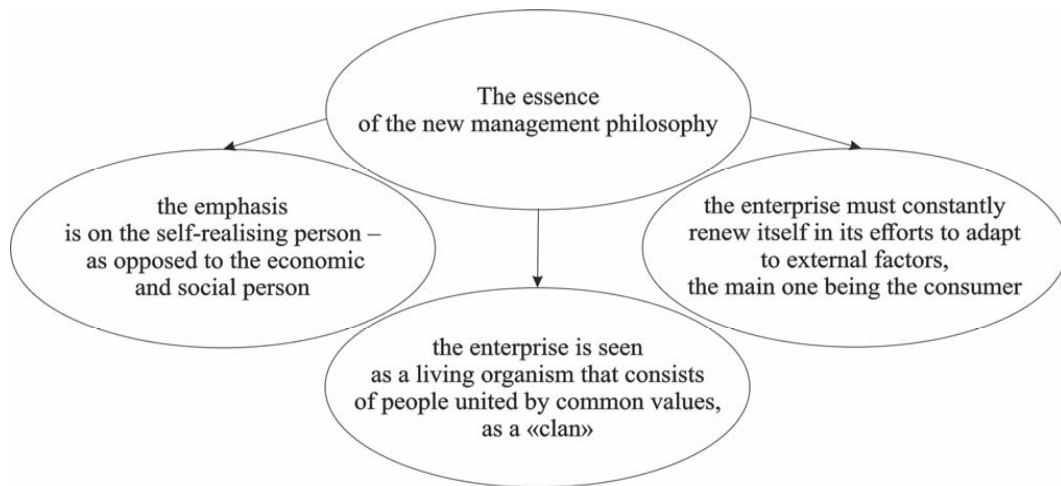
Thus, having analysed the main aspects, we consider it necessary to proceed directly to the proposal of a number

Table 1

**The evolution of approaches to enterprise HR management**

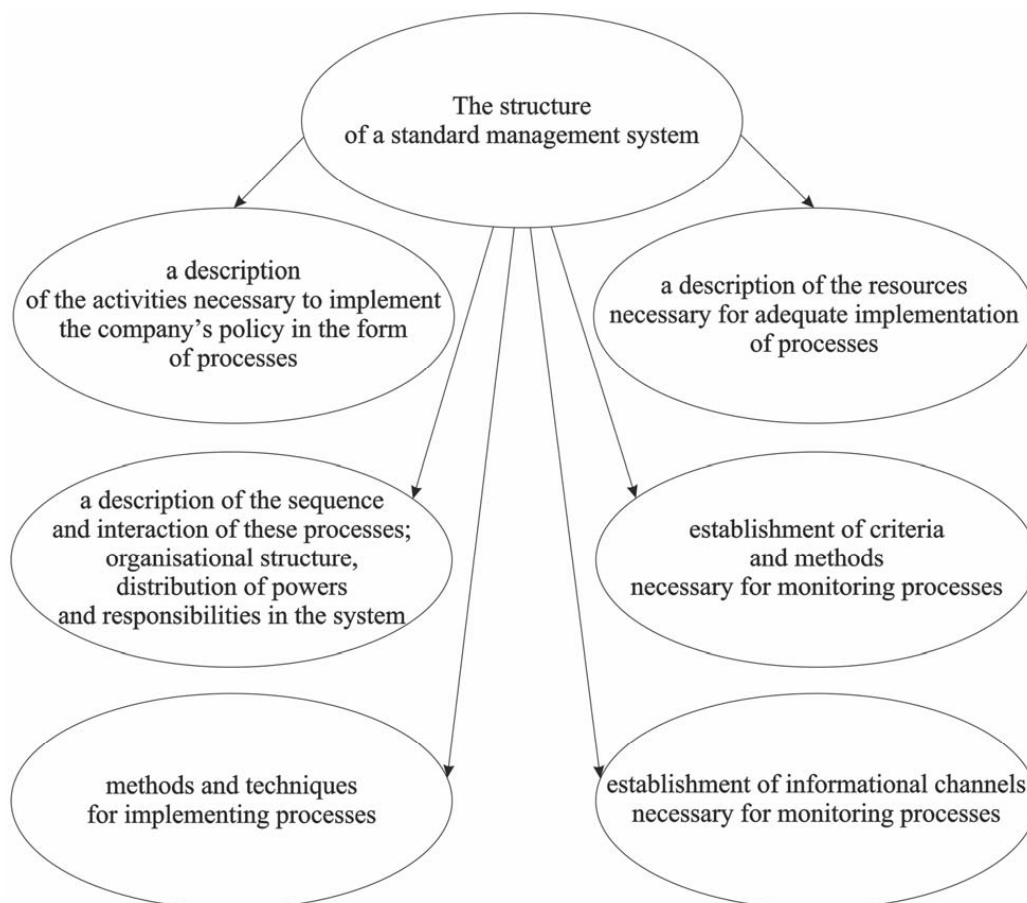
The Approaches	The nature of work	Management object	Management methods	Manager's functions
The economic approach (late nineteenth – early twentieth century)	Physical, low skilled	Human beings as labour force	Economic, administrative	Control over the quantity and quality of labour. Rewarding and punishment of employees.
Organisational approach (mid-twentieth – late twentieth century)	Automated, requires high skilled	Man as a factor of production	Economic, administrative	Staff recruitment. Personnel assessment. Career planning. Improvement of qualifications.
The humanistic approach (late twentieth – early XXI century)	Intellectual, creative	The human being as complex bio-psychosocial phenomenon	Comprehensive application of all management methods, with preference given to social and psychological methods	Team building of employees. Organisation and management of relationships in the team. Creating the necessary organisational and cultural environment at the enterprise.

Source: compiled by the authors



**Figure 1. The essence of the new management philosophy**

*Source: compiled by the authors*



**Figure 2. The structure of a standard management system.**

*Source: compiled by the authors*

of criteria for the selection of an up-to-date approach to the transformation of HRM systems at national enterprises. In general, it can be said that most modern trends in the formation of management systems that can be integrated at an enterprise are staff-oriented. The focus on innovation is also important for enterprises. Classical approaches are focused on the enterprise itself. As a result, we

can observe an evolutionary process characterised by a shift in priorities from the enterprise to the staff and innovation.

Depending on the stage of the company's life cycle, a number of recommendations can be made on how to select an effective direction for the formation or improvement of the company's HR management system.

For example, for companies at the nascent stage, it would be rational to focus on the target and social effect. In the period of growth, the organisational and managerial aspects can be moved to the forefront. However, when an enterprise is at its peak, economic efficiency, complemented by organisational and social efficiency, becomes important again. In a downturn, it is important to focus on goals and economic results, but it is also possible to focus on social, managerial and organisational efficiency to increase innovation and ensure a focus on employee engagement.

Businesses in difficult economic conditions can use the analysed classical approaches as a transitional stage with the gradual integration of elements of more advanced methods.

**Conclusions.** The analysis of various scientific approaches to understanding the essence and functional purpose allows to substantiate the role and place of personnel management in the system of development of a domestic enterprise. The article also presents the essence of the new management philosophy. The article also aims at identifying promising areas of HR management at domestic enterprises by studying scientific and practical approaches, principles, functions, methods of HR management etc.

In our further research, we consider it relevant to develop an algorithm for assessing the effectiveness of the national system of personnel management and to conduct a certain typology of modern approaches to its improvement, based on the realities of today.

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