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FEATURES OF THE PERSONNEL MANAGEMENT OF DOMESTIC ENTERPRISES UNDER THE CONDITIONS OF MARITAL STATE

ОСОБЛИВОСТІ МЕНЕДЖМЕНТУ ПЕРСОНАЛУ ВІТЧИЗНЯНИХ ПІДПРИЄМСТВ В УМОВАХ ВОЄННОГО СТАНУ

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Conducting a personnel assessment using the competencies acquired in recent months allows you to obtain information about the company's needs for personnel of a certain qualification, the level of labor potential, the psychological portrait of employees, with their advantages and professional gaps, motivational needs. It was determined that the modern operating conditions of domestic enterprises require the use of new methods of communication with employees, which are formed as a result of experienced events in the conditions of martial law. Certain measures have been taken to counter these events, which will allow to reshape the company's personnel management and adjust its evaluation methods. It is proposed to apply to managers and management of modern enterprises the use of new competencies acquired by personnel under martial law. A methodology for assessing the personnel of enterprises has been developed based on a competency-based approach using various competency systems for managers and specialists of enterprises.

Keywords: personnel management, personnel evaluation, martial law, methods of personnel evaluation, competencies, competence approach.

Відносно стабільне функціонування сучасного підприємства умовах воєнного стану передбачає наявність ефективного управління його персоналом, постійний розвиток компетенцій останнього. В даному контексті особливого значення набуває оцінка персоналу як особливий, проте не широко використовуваний інструмент. Проведення оцінки персоналу з використанням набутих за останні місяці компетенцій дозволяє отримати інформацію щодо потреб підприємства у персоналі певної кваліфікації, рівні трудового потенціалу, психологічному портреті працівників, з їх перевагами і професійними пробілами, мотиваційними потребами. Оцінка персоналу виступає в якості елементу управління також і системи атестації кадрів, що застосовується на підприємстві в будь-якій модифікації. Визначено, що сучасні умови функціонування вітчизняних підприємств вимагають застосування нових способів комунікації із працівниками, які формуються внаслідок пережитих подій в умовах воєнного стану. Сформовано певні заходи щодо супротиву вказаним подіям, які дозволяють переформувати управління персоналом підприємства та скоригувати методика його оцінки. В роботі досліджено теоретичні основи оцінки персоналу в ретроспективі – в історичному аспекті – шляхом виокремлення за різними часовими етапами, внаслідок чого виокремлено сім циклів наукового управління персоналом. В географічному аспекті здійснено диференціацію підходів до управління персоналом з точки зору географічних шкіл управління, найбільш відомими з яких є американська, японська, європейська та українська. З'ясовано основні цілі проведення оцінки результатів діяльності персоналу на підприємстві, встановлено мету, завдання та найважливіші цілі проведення оцінки персоналу на підприємствах в умовах воєнного стану. На основі аналізу щодо існуючих методів оцінки персоналу виділено більш розповсюджені методи оцінки. Проаналізовано стан існуючих систем оцінки персоналу на підприємствах, що дало змогу з'ясувати найбільш вагомні недоліки в них. Запропоновано застосування мене-

джерел та керівництву сучасних підприємств використання нових компетентностей, набутих персоналом в умовах воєнного стану. Розроблено методику оцінки персоналу підприємств на основі компетентнісного підходу з використанням різних систем компетентностей для менеджерів і фахівців підприємств.

Ключові слова: управління персоналом, оцінка персоналу, воєнний стан, методи оцінки персоналу, компетентності, компетентнісний підхід.

Formulation of the problem. The negative rapid global changes taking place all over the world in the last 10 years, especially since the beginning of the third decade of the twenty-first century, require humanity and each person to react quickly to events and make effective and mobile decisions. The effectiveness of decisions directly depends on the ability to adequately assess and use information and intellectual potential of personnel. The use of modern information and communication technologies in the conditions of globalization and unforeseen circumstances in the form of martial law in our country requires rapid development and innovative approaches to personnel management methods, that is, to the formation of new methods and levels of management.

Analysis of recent research and publications. Many works of foreign and domestic scientists, including L.V. Balabanova, O.A. Grishnova, G.A. Dmytrenko, G.T. Zavinovskaya, O.V. Krushelnyska, O.A. Stakhiva, are devoted to the study of the company's personnel evaluation system. Khrutsky V. Ye., etc. Scientists considered such aspects as the effectiveness of personnel evaluation, the principles of evaluation, indicators determining the evaluation system, and others. However, the multifaceted nature and necessity of using a systemic approach to this problem requires further research to form an effective system for evaluating the company's personnel in the conditions of martial law and after its exit.

Forming the goals of the article. The purpose of the article is to substantiate and develop recommendations for managers regarding the assessment of enterprise personnel under martial law.

Presentation of the main research material. As a result of working for several months under martial law and conditionally non-working days, working rhythms have been forced to change. Labor activity during all the current events became a new experience and formed habits – stable patterns of behavior. When leaving the remote work mode, it is important to establish what new habits employees and managers have acquired, what changes can no longer be transformed, what will have to live and work with in the new reality. Special attention is paid to the issue of personnel evaluation in the new conditions of the functioning of enterprises.

Managers need to use safe methods of communication with employees, taking into account the psychological vulnerability of both parties, as well as tools for using new competencies in the interests of companies, acquired by employees as a result of experienced events: the introduction of martial law; threat to life and health; emergence and rapid

growth of personal anxiety level; restriction of free movement; decrease in economic activity; occurrence of forced relocation of a large number of workers; growing uncertainty about the future and prospects for life planning.

As a result of the functioning of enterprises in the conditions of trials created by martial law, it is advisable to form certain measures for resistance:

- establishment of directions of influence and martial law on employees of enterprises and, accordingly, business as a whole;

- formation of a mechanism for the protection of employees of enterprises and their families simultaneously with the maximum possible protection of business from the short- and long-term consequences of martial law;

- formation of personnel management tactics in the conditions of global and national macroeconomic and social changes;

- quick response in conditions of continuity and unprecedented dynamism of changes in the country and the world;

- constant monitoring of the situation and timely formulation of key personnel management tasks to ensure business sustainability.

The theoretical basis for evaluating the personnel of enterprises has two aspects – historical and geographical. In the first, there are various scientific schools of personnel management theories, which were formed during the 19th and 20th centuries:

- the school of scientific management (1885–1920), representatives paid the main attention to the study of the possibilities of estimating the time and effort of workers in the production process [1];

- the classical school of management (1920–1950), representatives studied the theoretical aspects of the organization of the management process and the issue of management effectiveness [2];

- the theory of ideal bureaucracy (since 1920). The representative – Max Weber, studied and analyzed the problems of division of labor, management hierarchies, principles and incentives of career growth [3];

- school of human relations (since 1930). Representatives investigated issues of work efficiency, employee motivation, problems of interpersonal relations in the team [4];

- empirical school of management (since 1940). The representatives paid attention to the problems of staff evaluation and motivation, as well as the role of employees in the process of adopting strategic management goals [5];

- school of social systems (since 1970). The representatives studied the organizational aspects of personnel management and introduced a

situational approach to the management system in order to avoid typical mistakes in the future [6];

– "New School" (since 1960). Representatives began to use mathematical science in the optimization of the management system [7].

Managers at different levels of management can act as subjects of evaluation, since they are the ones who carry out the evaluation process and make certain decisions regarding employees, as well as the personnel department as a developer and coordinator of evaluation procedures.

The most important goals of personnel evaluation at the enterprise:

- review of past work performance;
- improvement of current performance;
- setting work goals for the future;
- identification and assessment of the employee's needs in professional training and development;
- assessment of the employee's future potential and opportunities for his advancement;
- assessment of the possibility of changing the level of remuneration to the employee.

Personnel assessment task:

- collection and analysis of information on employee activity, the results of which are used in personnel management processes;
- management of the employee's production activities on the basis of the conducted assessment, which allows to quickly regulate the labor process, as well as to improve its results;
- stimulating the process of personnel development by ensuring the selection of worthy incentives and professional advancement, as well as clarifying the goals of the employee's further professional training;
- the formation of work motivation based on the completed evaluation, which becomes an impetus for conscious self-evaluation of the employee's activity, aimed at increasing achievements;
- determining the size of the reward, since only with an objective assessment of the employee's achievements is it possible to fairly pay for his work.

The subject of personnel evaluation may be:

- the quality of the employee's performance of official duties, which is significant and subject to evaluation in the conditions of strict regulation of labor activity. In this case, the evaluation procedure has a pronounced disciplinary character, aimed at eliminating the reasons for non-fulfillment of the job description;
- a quantitative result of the effectiveness of the activity, which includes an analysis of personal characteristics of work performance, the results of the decisions made by the employee, techniques and methods used by the employee;
- the level of competence, which is assessed by comparing the ideal and real profile of the employee's professional competence. The goals are to discuss methods of improving qualifications, determining the need for training, individual development;
- the level of achievement of the goals of the employee's activity as a subject of evaluation of managers and employees who carry out their

activities independently within the framework of target management;

– specifics of the employee's behavior, which are evaluated to establish deviations from the standards of behavior based on the definition of effective work regulations for personnel who have direct contact with customers.

Conducting a staff assessment provides the following information:

- characterizes the efficiency of employees;
- establishes the potential capabilities of specialists, as well as the prospects for their professional growth;
- determines the reasons for ineffective work of specific employees;
- establishes needs and priorities in their education and professional development.

Taking into account the performed analysis of the existing personnel evaluation methods, it seems appropriate to single out more than 20 widespread ones: descriptive method; method of classifications; the method of assessment by the standard of work; situation modeling method; method of questionnaires and comparative questionnaires; testing; method of comparison; alphanumeric scale method; interview; structured behavioral interview; committee method; the "360 degrees" method; method of independent judges; "assessment center"; method of business games; method of management by objectives; achievement management; method of standard assessments; method of decisive situations; the method of rating behavioral attitudes; behavioral observation scale method; the given distribution method [10].

The analysis of the status of the personnel evaluation system of industrial enterprises showed certain negative main shortcomings of it at the present moment:

- dissatisfaction of employees, as a result of which there is a threat of increasing the possibility of staff turnover and decreasing the level of motivation;
 - a decrease in the quality of services (some employees do not respond to the requests and comments of visitors), which is confirmed by the results of the analysis of customer surveys.
- There are certain shortcomings in the existing personnel evaluation system, namely:
- application of fairly simple and subjective personnel evaluation methods;
 - the methods actually used are not diverse enough and do not allow evaluating the personnel of the investigated enterprise from different angles;
 - personnel attestation is carried out only for working employees;
 - absence of a trial period during which it is possible to establish in practice the applicant's suitability for a vacant position;
 - insufficient investment in the formation of a clear personnel evaluation system;
 - lack of an established personnel development mechanism to improve the theoretical and practical skills of employees;

Table 1

Map of competencies for managers

Competence group	Competences	Characteristic
Behavioral	leadership	the ability to encourage other employees to act, to build trust among employees
	Stress resistance	certain personal qualities that allow you to endure stressful situations without unpleasant consequences for the individual's personal activities and the environment
	Responsibility	awareness of the essence and meaning of activity, consequences for society and social development, actions of a person from the point of view of the interests of society or a certain group
	Objectivity	the ability to consider problems independently of one's own preferences or benefits
Professional	Ability to acceptance of management solutions	ability to defend one's opinion, take responsibility, clearly and reasonably explain the essence and importance of proposed decisions
	Strategic thinking	the ability to think systematically, taking into account all factors and calculating probabilities for the future
	Initiative	the ability to put forward new ideas, proposals; tendency to innovative thinking
	Orientation on the result	the ability to formulate tasks and set goals for subordinates in accordance with the global goals of the enterprise
Interpersonal	Work in a team	the ability to cooperate with individual employees, which extends to different areas and tasks
	Relations with subordinates	the ability to build friendly relations, attract attention, win the trust and sympathy of subordinates
	Social energy	emotional and speech influence, manifested in various emotional forms of speech: phrasing, intonation, accents and pauses
	Psychological tact	the ability to optimally influence employees, establish contacts using individual characteristics

Table 2

Map of competencies for specialists

Competence group	Competences	Characteristic
Behavioral	Communication	the ability to communicate freely, establish social ties, contacts, and fruitfully interact with other people
	self-determination	the ability to set personal goals and achieve them, the ability to personally solve problems
	Discipline	tendency to observe established work rules and norms of behavior
	Responsibility	awareness of the essence and meaning of activity, its consequences for society and social development, actions of a person from the point of view of the interests of society or a certain group
Professional	Flexibility	the ability to quickly adapt and work effectively in a variety of non-standard situations
	Customer orientation	focus on customer satisfaction, the ability to understand their needs and building strong trusting long-term relationships
	Focus on quality	highly professional performance of one's duties with the aim of obtaining high quality indicators
	Practical intelligence	the ability to identify a problem and find possible ways to solve it
Interpersonal	Psychological selectivity	the ability to adequately reproduce the psychology of the group, to respond correctly to its behavior
	Social adaptation	the ability to work with colleagues and management, to adapt to the organizational culture, traditions, norms, and rituals of the enterprise
	Contact	the ability to establish positive social contacts with the environment

– use of the same approaches and methods to the evaluation of all categories of employees.

Evaluation of managers and specialists at any enterprise is usually difficult. Personnel managers of industrial enterprises are shrinking under martial law.

In the conditions of martial law, the employees of most enterprises acquired new competencies, the most significant of which should include:

– the ability to count money: there is a demand for forced saving of money, which will allow managers and employers to transform the acquired skills into the desire to save the company's money; aimed at savings at all levels, search for new, cheaper solutions work tasks;

– the ability to quickly perceive innovations: the forced transition to online work created the need to quickly master new skills, regardless on the inconvenience of working with services that have not been used before – that is, employees are able to learn quickly if necessary; managers are asked to implement all the innovations planned before the crisis now, to take advantage of the speed with which the staff learns new things;

– speeding up the solution of production tasks: facing total challenges, employees start working much faster, use more effective models of behavior and decision-making. Many people are tired much more remotely than in the office, but they solve more tasks, involving fewer people. In the new conditions, the business saw which employees are capable of multi-tasking, keeping them focused and achieving results – such employees cannot be lost in any case;

– increasing popularity of online and freelance work: before the crisis, such work formats were considered unusual, many argued about their effectiveness and were in no hurry to use them in their companies. However, in modern conditions of activity, many employees have actually been transferred to the freelance format. The staff perceived the new experience in different ways: some liked working so much, not wasting time on the road, getting enough sleep and being with their family. And someone can't wait for the day when will finally get out of the house to the office.

In order to overcome these problems in the evaluation system of managers and specialists of enterprises, it is proposed to use a competence approach, which is able to ensure the identification of all necessary knowledge and professional skills for a defined set of competencies for different categories of employees.

According to [11], there are certain conceptual stages of the competency approach to employee evaluation:

Stage 1. Determination of the competencies most inherent in a certain category of employees. Based on the analysis of the specifics of enterprises, it is proposed to create separate maps of specific competencies for employees (Table 1).

Table 2 shows a map of competencies that can reveal the employee's ability to cooperate with customers, establish friendly relations with them and take into account all wishes.

Stage 2. Determining the importance of each group of competencies used to evaluate management personnel.

In the table 3 gives the importance of groups of competences for different categories of employees. On the basis of research, it was established that the professional abilities of employees are of the greatest importance for each category.

Stage 3. Establishing the importance of each competency within the competency group.

To continue, it is necessary to determine the importance of each competence in the composition of groups of competences for the considered categories of employees (Table 4).

Table 3
Weight of groups of competencies for evaluation of different categories of employees

№	The name of the competence group	Validity	
		managers	experts
1	Behavioral	0,32	0,26
2	Professional	0,37	0,42
3	Interpersonal	0,31	0,32
	Together:	1,0	1,0

Since each evaluation criterion is important for the formation of a complete picture of the professional and personal capabilities of employees, the difference in the weighting of the coefficients is quite insignificant.

Stage 4. Formation of the competency assessment scale

For a detailed assessment of employees of the specified categories, it is proposed to use a point system from 1 to 5 points, to meet the requirement of describing the complete portrait of the certificate holder in a digital dimension and defining a clear limit of the manifestation of certain competencies. The following assessment criteria are offered:

– 5 points – competence is demonstrated regularly and constantly;

– 4 points – competence is manifested quite constantly and completely;

– 3 points – competence is partially and periodically manifested;

– 2 points – competence is practically not manifested, but its absence does not harm work;

– 1 point – competence is not manifested, which harms work.

Stage 5. Calculation of indicators

A point assessment of competencies in each group is carried out according to the proposed assessment scale.

Unit indicators for each competency are calculated according to the formula:

$$I_{ij} = \sum x_{ij} / n,$$

as well I_{ij} – a single indicator of the value of competence within the group;

x_{ij} – individual values of the indicator,

n – the number of indicator values.

Complex indicators characterizing a group of competencies are calculated according to the formula:

$$\Pi_{ci} = \sum a_{ij} * I_{ij}$$

as well Π_{ci} – complex indicator of the 2nd level by group of competencies,

a_{ij} – weight coefficient of competence within the group.

An integral indicator is calculated to characterize the level of competence development according to the formula:

$$KK = \sum a_{ij} * \Pi_{ci}$$

as well a_{ij} – the weighting factor of the competence subsystem within the overall assessment.

Stage 6. Interpretation of the obtained values of the integral indicator.

According to the proposed method, gradations of assessment of the employee's manifestation of competences and the corresponding characteristics are provided:

– up to 1 point – the employee often makes mistakes and does not achieve the set goals and standards, does not meet the usual expectations from the work performed, is incompetent for the given position;

– 1-2 points – the employee to a certain extent achieves the set goals and adheres to the standards, meets the usual expectations from the work performed, sometimes needs help and makes mistakes, is not competent enough for the given position;

– 2-3 points – the employee always achieves the set goals and adheres to the standards, meets the usual expectations from the work performed, is competent for the given position;

– 3-4 points – the employee always achieves the set goals and adheres to the standards, fully meets the usual expectations from the work performed, sometimes exceeds them. An employee with higher than average competence for this position;

– 4-5 points – the employee often exceeds the set goals and always adheres to the standards, consistently and effectively performs functional duties beyond normal expectations, a highly competent employee.

In general, the proposed method of personnel evaluation is quite effective, as it provides a holistic picture of the employee's activity from various angles from professional and behavioral points of view.

Conclusions. During the martial law, the urgent problem is not to increase the efficiency of the enterprise and its development, but how not to lose it at all. In modern conditions, working rhythms have changed, new habits have appeared among employees, some of which can be used to improve the efficiency of business decisions, while others become dangerous for the enterprise. Enterprise personnel acquired new skills, learned to solve more tasks in less time, the popularity of remote work formats and freelancing increased. It is necessary to apply new methods of evaluating the personnel of enterprises, taking into account new realities and acquired new competencies.

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