

LABOUR ECONOMICS, PERSONNEL MANAGEMENT AND MARKETING

UDC 005.95:005.963.5:005.93

DOI <https://doi.org/10.26661/2414-0287-2019-3-43-18>

PERSONNEL DEVELOPMENT AS THE PLEDGE OF THE SUCCESS OF THE ENTERPRISE

Helman V.M., Makazan Y.V., Buriak A.M.

*Zaporizhzhia National University
Ukraine, 69600, Zaporizhzhia, Zhukovsky str., 66*

karollinza@gmail.com, e.v.makazan@gmail.com, anya.buryak1997@ukr.net

ORCID ID 0000-0002-2227-3865, 0000-0001-5855-0476, 0000-0002-2478-3631

Key words:

personnel development, objectives of the personnel development, personnel development system, directions of the personnel development, professional development levels for an employee, investment in personnel development.

The article investigates the theoretical aspects of personnel development, in particular, the concept, the main tasks and directions of personnel development in the enterprise. Development of the personnel of the enterprise is considered as a change of its qualitative characteristics, including professional, qualification, moral, ethical, spiritual, physiological parameters. The main objectives of the development of the company's personnel are: improving the performance of employees, increasing productivity, increasing the time of the work of specialists, training of the future management team and the younger generation of employees, the introduction of new technologies, the achievement of a separate labour market, the elimination of employee dissatisfaction and the development of their social qualities. The key elements of the personnel development system include: personnel training, motivation and stimulation, assessment and certification, business career development, work with the reserve, resource support for professional development, management of employee self-development. Attention is focused on taking into account the levels of development of employees to improve the efficiency of personnel management. Characteristics of the levels of professional development of employees, taking into account competencies and attitudes. The most effective areas of staff development include: the creation of individual development plans; establishing performance indicators; creating opportunities for employees to take on new responsibilities and responsibilities outside of their official functions; providing constructive feedback; removing barriers to staff development; access to a professional environment; investing in staff development; having a leadership example, continues to develop personally and professionally. It is proved that investments in personnel development are crucial for the success of the enterprise.

РОЗВИТОК ПЕРСОНАЛУ ЯК ЗАПОРУКА УСПІШНОСТІ ПІДПРИЄМСТВА

Гельман В.М., Маказан Є.В., Буряк А.М.

*Запорізький національний університет
Україна, 69600, м. Запоріжжя, вул. Жуковського, 66*

Ключові слова:

розвиток персоналу, завдання розвитку персоналу, система розвитку персоналу, напрямки розвитку персоналу, рівні професійного розвитку працівника, інвестиції в розвиток персоналу.

Досліджено теоретичні аспекти розвитку персоналу, зокрема визначено поняття, основні завдання та напрямки розвитку персоналу на підприємстві. Розвиток персоналу підприємства розглянуто як зміну його якісних характеристик, що включають професійні, кваліфікаційні, моральні, етичні, духовні, фізіологічні параметри. Основними завданнями розвитку персоналу підприємства є: покращення показників перспективності роботи працівників, підвищення продуктивності праці, збільшення термінів роботи фахівців, підготовка майбутнього керівного складу і молодого покоління працівників, впровадження нових технологій, досягнення відокремленого ринку праці, усунення невдоволення працівників і розвиток їх соціальних якостей. До ключових елементів системи розвитку персоналу включено: навчання персоналу, мотивацію і стимулювання, оцінку та атестацію, розвиток ділової кар'єри, роботу з резервом, ресурсне забезпечення професійного розвитку, управління саморозвитком працівника. Акцентовано увагу на врахуванні рівнів розвитку працівників для підвищення ефективності управління персоналом.

Охарактеризовано рівні професійного розвитку працівників з урахуванням компетентностей і установок. До найбільш дієвих напрямів розвитку персоналу віднесено: створення індивідуальних планів розвитку, установлення показників результативності, створення можливостей для працівників брати на себе нові обов'язки та відповідальність поза службовими функціями, надання конструктивного зворотнього зв'язку, усунення бар'єрів розвитку персоналу, доступ до професійного середовища, інвестиції в розвиток персоналу, наявність прикладу керівництва, що продовжує розвиватися особисто і професійно. Обґрунтовано, що інвестиції в розвиток персоналу мають вирішальне значення для успіху підприємства.

Statement of the problem

At the present stage of economic development, the role of the human factor, which is the leading factor of socio – economic progress, is increasing. The personnel are one of the most important economic resources of the enterprise, a source of its income, competitiveness and development. It is highly qualified, properly organized and motivated staff that determines the fate of the enterprise, taking part in achieving its main goal.

The relevance of this problem is due to the rapid development of scientific and technological progress, knowledge-intensive technologies, aging of theoretical knowledge, knacks and practical skills, and accordingly the growth of requirements for the professional qualification level of workers, which involve the regular updating, expansion and deepening of existing knowledge of workers, specialists and managers at all levels.

Human resource management issues are closely related to understanding the life cycle of an employee. The stage of personnel development is an important and mandatory stage in the work of employees. In the modern conditions of development, the employee must have strategic thinking, entrepreneurship, broad erudition, high culture, the ability to adapt to continuous changes in the environment. Highly qualified staff is a powerful lever to improve the overall efficiency of the enterprise.

Analysis of recent studies and publications

Issues of staff development are very significant in the works of such foreign and domestic scientists as L.V. Balabanova, O.V. Sardak, V.Ia. Brych, O.Ia. Gugul, V.R. Vesnin, O.A. Grishnova, V.M. Daniuk, V.M. Petiuh, S.O. Tsymbaliuk, D. Joy-Matthews, D. Megginson, M. Surete, T.P. Zbritsca, G.O. Savchenko, M.S. Tatarevska, A.I. Kibanov, O.V. Crushelnytska, G. Marr, G. Schmidt, V.A. Savchenko, N. Tom, F.I. Khmil, L.M. Cherchyk, P.E. Shlender, P. Iung, Iu.A. Plugina, N. Barmakova, S. Olensky, W. Craig etc.

Analysis of publications in this area indicates that the more deepen study of theoretical and methodological aspects of personnel development is required for effective management of personnel development of modern enterprises.

Objectives of the article

The purpose of the article is the study and generalization of theoretical aspects of the development of the enterprise personnel.

The main material of the research

The transition to a market-based system of management in Ukraine puts the enterprise as the most important link of the economy in the foreground. The modern enterprise

is a complex economic complex, which unites employees of various specialties and qualifications, the management of which is the most important task of managers of functional units [1, p. 173]. Effective management is the key element to enhance the human factor, which not only creates the material prerequisites of production, but also ensures their effective functioning [2, p. 254]. The professionals involved in the work will allow enterprises to reach a high level and be competitive in the business economic world [3, p. 126]. Staff development is changing its qualitative characteristics, which include professional qualification, moral, ethical, spiritual, physiological parameters [4, p.325]. Formation of the personnel management system is possible with the ordering of a set of interrelated subsystems, one of which is the subsystem of development. Staff development is an important and mandatory stage in the work of employees. The main objectives of the company's personnel development are:

- to improve the performance of employees' work prospects in order to solve issues in all areas of the enterprise;
- to increase productivity;
- to increase the terms of the work of each of the specialists;
- to prepare the future management team and the younger generation of employees;
- introduce new technologies;
- to achieve a segmented labour market;
- to eliminate the dissatisfaction of employees and to develop their social skills [5].

Thus, the main task of personnel development is to form specialists who fully satisfy the need of the company, to study and improve their productive and educational potential.

The personnel development system includes the following key elements:

- personnel training;
- motivation and stimulation;
- evaluation and certification;
- business career development;
- the work of the reserve;
- resource support of professional development;
- management of employee self-development.

It should be noted that the development of personnel should provide employees not only with new knowledge, skills and improve their competence, as well as increase the level of interest in the company and the level of motivation.

In a thorough study of the development of employees, there are four professional levels, taking into account the competencies and attitudes of employees. Competence there is two measures: portable and non-portable skills. Portable skills are those that a person has already accumulated. Nonportable are responsible for what is to be learned in the future. The purpose also has two components responsible for confidence and motivation.

Thus, the first level is the stage of specialists beginners who have started their activity recently. Such employees have a strong motivation; they are eager to do something and change. At the same time, they know almost nothing about the policy of the enterprise, about the staff as a whole, as, in principle, and about the specifics of the work. When a person realizes that his skills are minimal and the importance in the team is not so big, he ceases to be confident, despite the fact that knowledge has increased. At this point, the employee moves on to the next stage.

The second level is a state in which there is almost no motivation, as well as self-confidence. Managers must support the employee to move to the next step.

At the third level the employee begins again to be interested in current affairs, there is a motivation to achieve goals. At work, a person feels more confident, as she gained some experience, knows everything about the internal structure of the organization, communicates comfortably with colleagues. But at the same time, the employee's mood and motivation can change, and therefore the manager should pay attention to the subordinate and help him move to the final stage.

The fourth level is the most difficult stage for management. After reaching the fourth level, the employee is already quite experienced, knows how to solve certain issues. At the same time, he does not develop further, because he gave his best. The decision rests with the boss – whether to raise the requirements and return the employee to the first step or to deprive him of the opportunity to improve further, without changing anything [5].

The level of development of the employee is repeated regularly, so the leader should be inherent flexibility in administration to improve the efficiency of personnel management.

In many ways, the work cycle depends on the expectations of the person, the level of his education, the ability to take responsibility, the desire to achieve any goals, the quality of training and other personal characteristics.

Thus, a person may not be interested in the development and career growth due to various circumstances. To take into account the characteristics of a particular team, it is desirable to determine the causes of labour behaviour of workers who are not interested in personal and career growth, the conquest of new professional heights. The most common are the following:

1. The worker is happy with everything. A huge value for any company is an employee who qualitatively performs his duties and is satisfied with his position, working conditions and work activities. In this case, the employee does not agree to expand their responsibilities.
2. Hobbies are more important than work. Some people see work only as an opportunity to provide for themselves. They work perfectly; do well with their

duties, at the same time not trying to expand them. They are valuable for the company because they do not perceive their position as an intermediate stage. At the same time, they devote all their free time and thoughts to their favourite hobby.

3. The employee is in the wrong position. If a person is not interested in work, it is unlikely that career growth in this area is important for him. Such people are often unsure of themselves, do not know what they would like to do in their professional life. Performance of duties is carried out without much enthusiasm. Perhaps, in a new area the employee will begin to develop more actively.

4. The company has no conditions for personal development of the employee. It's often that after training a specialist starts to perform new duties, but the working conditions do not change, the salary does not increase. A person who is interested in self-development will have to wonder how to apply new skills elsewhere [6].

Management of personnel development is a leading factor in the success and competitiveness of the enterprise in the market. Staff development is a multifaceted, complex concept that encompasses a wide range of diverse issues.

The most effective areas of staff development, support for employee involvement and increasing the likelihood that they will remain in the company include the following:

- creation of individual development plans;
- the establishment of performance indicators;
- creating opportunities for employees to take on new duties and responsibilities outside their official functions;
- providing constructive feedback;
- removing barriers to staff development;
- access to the professional environment;
- investments in personnel development;
- the presence of an example of leadership continues to develop personally and professionally [7].

Such tactics of employee development can be implemented at any enterprise and will work effectively to form the future leadership of the company. Regardless of whether the company uses several or all of these tactics, it is essential to use them consistently, in a mutually agreed manner and with the support of management.

Personnel development is what you need to pay attention to the company's management in the first place. All costs required for activities that contribute to the disclosure of the potential of employees, sooner or later pay off.

Knowledge and abilities recognized as one of the main forms of wealth, a kind of productive capital, and investing in its development and management is the direction of increase of competitiveness of the enterprise [8, p. 49].

Personnel development strategy is a set of areas of investment in personnel. The strategy as an approach affects such areas of employee management: the number of staff, staff competence, productivity, composition and level of compensation.

Development and implementation of the main types of personnel development strategies will help to unite the

team and improve the quality of the work of the whole company. If management wants to achieve positive results from staff development, it defines clearly what parameters should be included in development technologies and what qualities of employees should be developed. Experts advise to pay attention to such features of employees as interest and curiosity, discipline, the desire to acquire new knowledge, the ability to learn. These characteristics are extremely important for the development of the whole company. In the process of developing a personnel development strategy, the company's management should pay attention to the teamwork of employees [9].

Long-term investments in personnel allow attracting and retain the best candidates, as well as to create a proper working atmosphere, introducing innovations and changes without fear of failure and achieving success. Employees produce and implement ideas, including solving problems, not to accumulate them. Thus, investments in personnel development allow: to attract and retain valuable employees, to improve the reputation of the employer, to improve the level of innovative development and efficiency, to increase the internal

mobility of employees in their career development, to see prospects [10].

Conclusion

The well-being and success of any enterprise depend entirely on how the development of personnel is carried out. The tasks of personnel development are different, but the main one is to form specialists who fully meet the needs of the enterprise, to study and improve their productive and educational potential. The process of staff development should be systematic. During this process, it is important to take into account the level of professional development of employees, in particular their competence and installation. Enterprises need to use modern tools, implement effective tactics and personnel development strategies. In the process of development there are direct investments of the employer in employees, aimed at improving their competitiveness, and hence the competitiveness of the enterprise. Based on this, the issue of rational use of the employer's funds for these purposes is of particular importance and is a prospect for further research.

References

1. Cherep, O.H. & Zhyhanova, A. (2013). Trudovi resursy yak faktor efektyvnoi diialnosti pidpriemstv v suchasnykh umovakh hospodariuvannia [Labor resources as a factor of effective activity of enterprises in modern economic conditions]. *Finansovo-kredytna diialnist: problemy teorii ta praktyky – Financial and credit activity: problems of theory and practice*, 2, 172-178. Retrieved from http://nbuv.gov.ua/UJRN/Fkd_2013_2_23 [in Ukrainian].
2. Cherep, A.V. & Shytikova, L.V. (2013). Metodichni pidkhody do vykorystannia trudovykh resursiv u vidpovidnosti z potentsiinymy mozhlyvostiamy pidpriemstva [Methodical approaches to the use of labour resources in accordance with potential possibilities of an enterprise]. *Biznes Inform - Business Inform*, 10, 253-257. Retrieved from http://nbuv.gov.ua/UJRN/binf_2013_10_47 [in Ukrainian].
3. Malyz, V.V. & Metelska, N.S. (2019). Shliakhy pidvyshchennia kadrovoho potentsialu v suchasnykh umovakh [Ways to improve personal capacity in modern conditions]. *Visnyk Zaporizkoho natsionalnoho universytetu. Ekonomichni nauky - Bulletin Zaporizhzhya national university. Economic sciences*, 1, 122-127. Retrieved from http://nbuv.gov.ua/UJRN/Vznu_eco_2019_1_23 [in Ukrainian].
4. Pluhina, Yu.A. (2013). Rozvytok personalu pidpriemstva: pidkhody, sutnist, modeli [Personnel development of the enterprise: approaches, essence, models]. *Visnyk ekonomiky transportu i promyslovosti – The bulletin of transport and industry economics*, 42, 323 – 327. Retrieved from http://nbuv.gov.ua/UJRN/Vetp_2013_42_47 [in Ukrainian].
5. Effektivnoe razvitie personala v organizatsii [Effective staff development in the organization]. *Zhurnal «Kommercheskij direktor» – Magazine «Commercial Director»* (2017). Retrieved from <https://www.kom-dir.ru/article/1939-effektivnoe-razvitie-personala> [In Russian].
6. Barmakova, N. (2017). Pochemu nekotorykh sotrudnikov ne interesuet razvitie [Why some employees are not interested in development]. *Zhurnal «Kommercheskij direktor» – Magazine «Commercial Director»*. Retrieved from <https://www.kom-dir.ru/article/1939-effektivnoe-razvitie-personala> [In Russian].
7. Olenski, S. (2015). 8 Key tactics for developing employees. Site of company «Forbes Media LLC». *forbes.com*. Retrieved from <https://www.forbes.com/sites/steveolenski/2015/07/20/8-key-tactics-for-developing-employees/#39510d486373>
8. Tymoshyk, V.Iu. (2019). Liudskyi kapital v systemi rozvytku pidpriemstva [Human capital in the enterprise development system]. Proceedings from EIFIFDES '19: Vseukrainska naukovo-praktychna konferentsiia «Zovnishni ta vnutrishni faktory vplyvu na formuvannia ta rozvytok ekonomichnoi systemy» – All Ukrainian Scientific and Practical Conference «External and Internal Factors Influencing the Formation and Development of the Economic System». (pp. 49-52). Kyiv: Kyivskiy ekonomichnyi naukovyi tsentr [in Ukrainian].
9. Strategiya razvitiya personala [Personnel development strategy]. *Zhurnal «Direktor po personalu» – Magazine «HR Director»* (2016). Retrieved from <https://www.hr-director.ru/article/65969-qqq-16-m3-strategiya-razvitiya-personala> [In Russian].
10. Craig, W. (2018). Making strategic investments in employee development is crucial for success. Site of company «Forbes Media LLC». *forbes.com*. Retrieved from <https://www.forbes.com/sites/williamcraig/2018/07/31/making-strategic-investments-in-employee-development-is-crucial-for-success/#590872c4140c>