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**Belik V.D.,**

*teacher of faculty of the finance and the credit,  
the Republican higher educational institution  
«The Crimean humanitarian university»*

## **THE REENGINEERING OF MANAGEMENT BY THE PERSONNEL AT THE ENTERPRISES OF THE FOOD-PROCESSING INDUSTRY**

*Statement of problem.* One of the central problems of realization of social and economic reforms is formations and practical realization of effective personnel selection at the enterprises of the food-processing industry. Transition to proof development of manufacturers of food production demands deep knowledge of all aspects of management of the personnel. Its professional and creative development, effective realization of potential of workers represent that basis on which stability and the achieved proof social and economic development can be provided. It is possible only under those conditions when personnel selection at the enterprises of the food-processing industry will be enriched with achievements of global experience of the theory and practice of management by the personnel.

The strategic direction of an exit from crisis in the field of personnel selection at the enterprises of the food-processing industry is creations of proof valuable orientations and interests; formation of corresponding organizational and professional - official structure, effective system of training, motivation and stimulation of the personnel.

Unfortunately, bureaucratic structures, as well as the list of posts with their salaries and tariff ponds have absolutely become outdated, contradict market relations and counteract their development. In conditions when the significant amount of workers is no with opportunities in due time to receive wages when its sizes not

always provide an elementary standard of living, it happens not only it is hard, but also it is impossible to organize and provide normal labor process at the enterprises of the food-processing industry.

**The analysis of last researches and publications.** The significant payment in development of the theory and methodology of management the personnel works of such domestic and foreign scientists as, A.S. Afonin, L.V. Balabanova, M. Belopolky, A.P. Egorshin, A.J. Kibanov, L.A. Emeljanovich, I.V. Soroka, G.V. Shchekin, L. Jakokka.

In these conditions to the extremely important and socially necessary problems there is a development of scientifically proved recommendations from cardinal reforming management by the personnel at the enterprises of the food-processing industry. Without them it is impossible to provide development of the personnel, its worthy payment in realization of social and economic reforms. As basis of these reforms adequate measures on improvement of organizational and professional - official structure, motivation and stimulation of work, definition of requirement for experts and investments should serve at professional training.

**Purpose of problem.** The purpose of the article is development and substantiations of recommendations from improvement of reengineering of management by the personnel at the enterprises of the food-processing industry in conditions of development.

**Statement of the basic material of research.** In the basis of modern concepts of management of the personnel at the enterprises of the food-processing industry the account of growing role of the concrete person of workers, knowledge of their motivational installations, skill to form and direct effort of people according to problems which are put before manufacturers of food production lays.

The consideration of hired workers as key resource of production and refusal of representations about a labor as about gratuitous riches which does not demand

significant investments of means and organizational efforts on the part of the employer, is the basic theoretical thesis of article.

In modern researches the person acts as the major resource of process of manufacture and simultaneously as the person with its needs, motives, values, relations. The personnel is considered by us as an economic and social subsystem which will consist of unique persons.

Management of the personnel at the enterprises of the food-processing industry represents the many-sided and extremely complex process considered as system which includes number of subsystems (marketing and planning, selection and employment, training, estimation and development, motivation and stimulations of the personnel).

As all this system is carried out during performance of the certain actions, it not only formation of the purposes and the basic directions of work with the personnel, but also means, forms, methods of their realization at the enterprises of the food-processing industry. Proceeding from new requirements to management of the personnel, functions of personnel services of all levels of management change, their role and the responsibility in the decision of problems of economic and social development of manufacturers of food production raises.

The management efficiency the personnel in many respects depends on forms and methods of motivation at the enterprises of the food-processing industry. But to achieve effective utilization of creative potential, it is necessary to cause corresponding motives and stimulus which induce workers to creative work.

The analysis of organizational structure of the food company which are included by 5 enterprises, has shown, that their personnel services carry out work on selection of experts on vacancy which have appeared, from completion of supervising posts, studying of movement of the staff with the purpose of their inclusion in structure of reserve. However technical work under the account and the control of the staff has advantage above analytical and creative.

Insufficient security is observed by experts of personnel services. From 14 workers who are engaged directly personnel, with higher education of only 3 workers (23,1 %), bachelors - 7 (50 %), without special education - 4 (26,9 %). Any worker has no education in the field of management of the personnel or work with people. In structure of a staff department there are no experts from psychology and sociology.

The sociological interrogation which has been carried out at the enterprises of the food company, has allowed to estimate an organizational climate and a level of conflictness in collectives. 849 persons or 57 % of general set have been interrogated. From all interrogated 43 % satisfied with existing condition, 28,6 % do not divide this point of view, 14,3 % have estimated relations in collective more negatively, and 7,1% at all not satisfied with social - psychological relations in collective.

With the help of the dispersive analysis us the carried out research of influence of professional specialization of educational level and the experience of work of heads on preparation of the managerial personnel at the enterprises of the food-processing industry. Calculations have shown, that improvement of professional skill of heads on 84 % is caused by professional specialization and post, on 16 % - the experience of work and on 26 % - necessity of increase of an educational level. Retraining of heads is influenced with an educational level and the experience of work, but force of influence of these factors insignificant (26 and 16 %).

The strategic factor of successful activity of the food company in conditions of market relations is increase of educational level of employees. They are the most valuable capital, and it is necessary to support all this concrete actions, to not regret on them investments.

Realization of rate on carrying out of radical social and economic reform demands radical improvement of management by the personnel at the enterprises. Transition from scheduled up to market economy puts before management of the personnel challenges [2].

It is necessary to change organizational structure of management, the list of posts, tariffs and rates of official salaries in view of market conditions, branch and intrafirm features. We offer the methodical approach concerning mark estimation and ranging of posts which essence consists that with the help of universal set of the factors incorporated in some blocks, each post receives the certain quantity of points by which summation the rank is defined that is the basis for establishment of the official salary or the salary of the tariff rate.

Having compared the received score behind each post with the total sum of points stipulated by the given approach, it is possible to determine its rank both inside subitem, and among other posts and subitems of any enterprise of the food-processing industry. Such calculation necessary also can be used not only accounts department, scheduled and financial services for an establishment of the proved salaries and tariff rates, but also a staff department, and also all structural subitems for daily work at selection, accommodation, an estimation, stimulation and promotion of the personnel, irrespective of kinds and scales of their activity.

On the basis of ranging posts it is necessary to carry out consecutive and differentiated reforming of out-of-date control system by the personnel, liquidation of bureaucratic structures and posts at the enterprises of the food-processing industry. At carrying out of selection and employment of the personnel officers and linear heads should work in common above revealing of conformity of potential candidates on available vacancies. For this purpose it is necessary to use the duty regulations, business portrait of the potential candidate on post and the contract of hiring of the worker. These documents allow to make competently advertising of vacancies for attraction of candidates, to carry out their initial selection, sounding of candidates through system of interviews.

The modern enterprises of the food-processing industry represent complex systems. Growth of role of social and its psychological components causes necessity of the complex approach to the organization of effective personnel selection.

At this time over personnel work some subitems can supervise simultaneously: staff department, service of social development, department of work and wages, etc. Association of all sub items borrowed with work with the personnel, in uniform personnel service Is imagined expedient under the direction of vice-president from the personnel.

Organizational basis of uniform personnel service should become integration of functions of management, development, motivation and communications of the personnel. Giving to this service of necessary research and methodical sub items will allow to provide complex management of the personnel according to modern requirements of personnel selection [4, c. 159].

On the basis of the analysis of economic practice and prospects of development of social production it is possible to assume, that the future in management of the personnel behind the powerful personnel services capable effectively to use in practical activities modern scientific development and the newest computer facilities at the enterprises of the food-processing industry.

Improvement of activity personnel, in our opinion, should be carried out under conditions of optimum formation of administrative and industrial structures; heel of the staff on the basis of complex estimation and vocational counseling; maintenance of qualitative formation (preparation, retraining, improvement of professional skill, continuous training) and an effective utilization of personnel potential; business estimation of the personnel, including individual estimation of workers and results of their work, periodic certification of heads, experts and employees; effective system of payment and stimulation of work of all categories of workers; purposeful work with the managerial personnel and reserve, preparations of candidates on promotion under individual plans, rotation of the staff, training on rates and training on corresponding posts; improvement of a social and moral - psychological climate in collectives, regulation of interpersonal attitudes {relations} and management of conflicts.

The important result of research are applications of the new approach to stimulation of work of managers on an end result - gain of net profit. The optimum model of the reference of the personnel at the certain stimulation of work allows to draw conclusion on existence of close communication of activity of managers at partial participation in incomes and to predict activity of the personnel at increase of profitable enterprises of the food-processing industry.

**Conclusions and the further researches.** The Modern theories of scientific management in many respects are based by the personnel on classical concepts of the scientific organization of work and administration managerial control which till now have not lost the scientific and practical value.

Work with the personnel at the enterprises of the food-processing industry should become system and complex forms at improvement, methods and the mechanism of personnel management in view of interrelations and integration of functions of management by labor activity, the staff and social development.

To heads and personnel services of the enterprises of the food-processing industry, proceeding from domestic and foreign experience of management by the personnel, it is necessary to provide stability of employment and service position of workers, to develop long-term programs which exclude sudden mass clearing, to direct activity on creation and improvement of the organization of workplaces, to improve payment and stimulation of work of workers on the basis of an objective estimation of their labor contribution, to expand privileges and privileges, to create conditions for regular improvement of professional skill.

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### **Бєлік В.Д. РЕИНЖИНИРИНГ УПРАВЛІННЯ ПЕРСОНАЛОМ НА ПІДПРИЄМСТВАХ ХАРЧОВОЇ ПРОМИСЛОВОСТІ**

**Мета.** Метою статті є розробка й обґрунтування рекомендацій з удосконалення реінжинірингу управління персоналом на підприємствах харчової промисловості в умовах розвитку.

**Методика дослідження.** Теоретичною і методологічною основою дослідження є фундаментальні положення сучасної економічної теорії, наукові праці вчених, нормативні та законодавчі акти України з питань управління персоналом. В процесі дослідження використовувалися такі методи: абстрактно-логічний (для виявлення сутності управління персоналом як економічної категорії), монографічний (при вивченні особливостей системи управління персоналом), системного аналізу (при дослідженні можливостей удосконалення системи управління персоналом на підприємствах харчової промисловості).

**Результати.** У статті розроблено й обґрунтовано рекомендації з удосконалення реінжинірингу управління персоналом на підприємствах харчової промисловості. Доведено, що робота з персоналом на підприємствах харчової промисловості повинна стати системною і комплексною при удосконаленні форм, методів і механізму кадрового менеджменту з урахуванням взаємозв'язків і інтеграції функцій управління трудовою діяльністю, кадрами й соціальним розвитком.

**Наукова новизна** полягає у визначенні теоретичних положень та виробленні концептуального підходу щодо реінжинірингу управління персоналом на підприємствах харчової промисловості.

**Практична значущість.** Отримані результати дослідження є підґрунтям для вирішення практичних проблем щодо вдосконалення управління персоналом як умови ефективного функціонування підприємств харчової промисловості.

**Ключові слова:** управління, персонал, підприємство, харчова промисловість, розвиток, кадри, політика, потенціал.

### **Бєлік В.Д. РЕИНЖИНИРИНГ УПРАВЛЕНИЯ ПЕРСОНАЛОМ НА ПРЕДПРИЯТИЯХ ПИЩЕВОЙ ПРОМЫШЛЕННОСТИ**

**Цель.** Целью статьи является разработка и обоснование рекомендаций по совершенствованию реинжиниринга управления персоналом на предприятиях пищевой промышленности в условиях развития.

**Методика исследования.** Теоретической и методологической основой исследования являются фундаментальные положения современной экономической теории, научные труды ученых, нормативные и законодательные акты Украины по вопросам управления персоналом. В процессе исследования использовались такие методы: абстрактно-логический (для выявления сущности управления персоналом как экономической категории), монографический (при изучении особенностей системы управления персоналом), системного анализа (при исследовании возможностей совершенствования системы управления персоналом на предприятиях пищевой промышленности).

**Результаты.** В статье разработаны и обоснованы рекомендации по совершенствованию реинжиниринга управления персоналом на предприятиях пищевой промышленности. Доказано, что работа с персоналом на предприятиях пищевой промышленности должна стать системной и комплексной при совершенствовании форм, методов и механизма кадрового менеджмента с учетом



взаимосвязей и интеграции функций управления трудовой деятельностью, кадрами и социальным развитием.

**Научная новизна** состоит в определении теоретических положений и разработке концептуального подхода к реинжинирингу управления персоналом на предприятиях пищевой промышленности.

**Практическая значимость.** Полученные результаты исследования является основой для решения практических проблем по совершенствованию управления персоналом как условия эффективного функционирования предприятий пищевой промышленности.

**Ключевые слова:** управление, персонал, предприятие, пищевая промышленность, развитие, кадры, политика, потенциал.

#### **Bielik V.D. THE REENGINEERING OF MANAGEMENT BY THE PERSONNEL AT THE ENTERPRISES OF THE FOOD-PROCESSING INDUSTRY**

**Purpose.** The purpose is development and substantiation of recommendations on perfection of reengineering of management by the personnel at the enterprises of the food-processing industry in conditions of development.

**Methodology of research.** The theoretical and methodological basis of research are fundamental positions of the modern economic theory, proceedings of scientists, normative and acts of Ukraine on questions of management of the personnel. During research such methods were used: abstract - logic (for revealing essence of management by the personnel as economic category), monographic (at studying features of a control system by the personnel), the system analysis (at research of opportunities of perfection of a control system by the personnel at the enterprises of the food-processing industry).

**Findings.** The recommendations on perfection of reengineering of management by the personnel at the enterprises of the food-processing industry are developed and proved. It is proved, that work with the personnel at the enterprises of the food-processing industry should become system and complex forms at perfection, methods and the mechanism of personnel management in view of interrelations and integration of functions of management by labor activity, the staff and social development.

**Originality.** Scientific novelty will consist in definition of theoretical positions and development of the conceptual approach to reengineering management by the personnel at the enterprises of the food-processing industry.

**Practical value.** The received results of research is basis for the decision of practical problems on perfection of management by the personnel as conditions of effective functioning of the enterprises of the food-processing industry.

**Key words:** management, personnel, enterprise, food-processing industry, development, staff, policy, potential.