

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
UKRAINIAN-AMERICAN CONCORDIA UNIVERSITY**

School of Management and Business
Department of International Economic Relations, Business & Management

**Bachelor's Qualification Work
Human resources management in the 21st Century
(based on Business Media Network case)**

Bachelor's student of the 4th year study

Field of Study 07 – Management
and Administration

Specialty 073 – Management

Educ. program – Management

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Research supervisor



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Doctor of Philosophy

ABSTRACT

The life of a business, a company, or an enterprise is comparable to the life of a shark - stopping is tantamount to death. In today's highly competitive environment, any delay can lead to the loss of leading positions and profits. To avoid this, companies are forced to adapt to market conditions.

But the market is constantly changing, placing new demands on the work, so now in the 21st century, human resource management is becoming increasingly important, because the effectiveness of the company depends on its functioning. No company can function without employees and a company's investment in its employees is a guarantee that employees have the necessary skills and knowledge to remain competitive in a rapidly changing market.

Staff/employees are the key assets of any company, as they are the primary implementers of business processes and value creators for the company. Taking this into account, it can be concluded that effective human resource management is an important component in increasing productivity, improving overall efficiency, and the successful functioning of a company.

Based on the analysis of promising and effective methods of human resource management the main stages of development and optimization of human resource management are defined.

In the process of conducting project-theoretical work conclusions were made in relation to effective human resource management, increasing their productivity and improving the overall efficiency of business processes.

Keywords: functioning of the company, human resource management, efficiency, adaptation, competition.

Анотація:

Життя бізнесу, компанії, підприємства можна порівняти з життям акули - зупинка рівносильна смерті. У сучасних умовах жорсткої конкуренції будь-яке зволікання може призвести до втрати лідируючих позицій і прибутку. Щоб цього уникнути, компанії змушені адаптуватися до ринкових умов.

Але ринок постійно змінюється, висуваючи нові вимоги до роботи, тому в даний час у 21 столітті все більшої актуальності набуває управління персоналом, оскільки від його функціонування залежить ефективність діяльності підприємства. Жодна компанія не може функціонувати без персоналу, а інвестиції компанії у своїх співробітників - це гарантія того, що співробітники володіють необхідними навичками та знаннями, щоб залишатися конкурентоспроможними на ринку, що швидко змінюється.

Персонал/співробітники - ключові активи будь-якої компанії, оскільки вони є основними виконавцями бізнес-процесів і творцями цінності для компанії. Беручи це до уваги, можна зробити висновок, що ефективне управління людськими ресурсами є важливою складовою для підвищення продуктивності, поліпшення загальної ефективності та успішне функціонування компанії.

На основі аналізу перспективних та ефективних методів управління персоналом визначено основні етапи розвитку та оптимізації роботи менеджера з персоналу.

У процесі проведення проектно-теоретичної роботи зроблено висновки щодо ефективного управління людськими ресурсами, підвищення їхньої продуктивності та покращення загальної ефективності бізнес-процесів.

Ключові слова: функціонування компанії, управління людськими ресурсами, ефективність, адаптація, конкуренція.

PHEE-institute «Ukrainian-American Concordia University»

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Department of International Economic Relations, Business and Management

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Head of Department Prof. Liubov Zharova



**TASK
FOR BACHELOR’S QUALIFICATION WORK**

Valentyna Kryvoruchko

1. Topic of the work:
Human resources management in the 21st Century (based on Business Media Network case)

Supervisor of the work Olga O. Verkhohlyad, Ph.D.

Which was approved by the Order of the University from “22” September 2022 № 22-09/2022-3c.

2. Deadline for bachelor’s qualification work submission “23” April 2023.
3. Data-out to the bachelor’s qualification work
Materials from internship received during consultation with representatives of the company. Information from open resources in the Internet, official reporting of financial and economic activities of the enterprise.
4. Contents of the explanatory note (list of issues to be developed).

The Thesis consists of three main chapters plus Introduction, Conclusion and the References sections. Chapter 1 focuses on theoretical foundation of HR management including utilization of motivation to improve efficiency of employee performance. Chapter 2 analyzes HR management in the company called Business Media Network

including motivation methods toward improvement of employee performance. Chapter 3 is dedicated to suggesting the ways of improvement of human resource management in the company. The Thesis concludes with the Conclusion and the Reference sections.

5. List of graphic material (with exact indication of any mandatory drawings)

Table 1.1: Methods of personnel management in an organization

Figure 1.1: Diagram of motivational processes

Figure 1.2: Types of needs from Maslow Theory

Figure 1.3: Factors influencing the motivation of needs

Table 2.1: Platform Business Media Network

Table 2.2: Organizational Structure of the company

Table 3.1: A set of measures to improve the efficiency of the Business Media Network’s labor potential management system

Table 3.2: Profile of Business media Network Personnel management

Table 3.3: Program-targeted approach to the implementation of the Business Media Network HR Development strategy

Table 3.4: Schedule of the Business Media Network project implementation

Table 3.5: Resource support for the proposed project to improve the HR management system of Business Media Network by upgrading the qualifications of management personnel

Table 3.6: Resource support for the proposed project to improve the personnel management system of Business Media Network through personnel certification

Table 3.7: Composition of the project team of Business Media Network staff

Table 3.8: Estimated costs of the enterprise for project implementation, UAH

Table 3.9: Measures to eliminate risks associated with the implementation of the proposed measures

Table 3.10: Calculation of performance indicators of the personnel management system in the implementation of the proposed projects

6. Consultants for parts of the work

Part of the project	Surname, name, position	Signature	
		Given	Accepted
1	Olga O. Verkhohlyad, Ph.D.	<i>Olga Verkhohlyad</i>	Yes
2	Olga O. Verkhohlyad, Ph.D.	<i>Olga Verkhohlyad</i>	Yes
3	Olga O. Verkhohlyad, Ph.D.	<i>Olga Verkhohlyad</i>	Yes

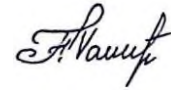
7. Date of issue of the assignment

Time Schedule

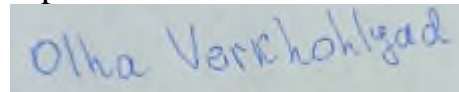
№	The title of the parts of the bachelor’s qualification work	Deadlines	Notes
1.	I chapter	<i>31.12.2022</i>	<i>On time</i>
2.	II chapter	<i>20.02.2023</i>	<i>On time</i>
3.	III chapter	<i>11.04.2023</i>	<i>On time</i>

4.	Introduction, conclusions, summary	23.04.2023	<i>On time</i>
5.	Pre-defense	27.04.2023	<i>On time</i>

Student Valentyna Kryvoruchko



Supervisor



Conclusions: The Thesis is written on high level corresponding to the Bachelor's work requirements. The Thesis is based on good theoretical foundation obtained via laborious research. Analysis of the company is conducted on a high level. As a result, suggestions for the company's improvement are theory and research based and are well-thought-through. The Thesis has high practical value for the company's management. Upon successful defense, the Thesis qualifies for the "Excellent" grade.

Supervisor

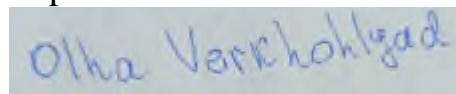


TABLE OF CONTENTS

ABSTRACT	3
INTRODUCTION	5
CHAPTER 1. Theoretical foundations of HR manager: concept, essence, principles, methods.....	7
1.1. The essence of personnel management, the concept and principles of the personnel management system at the enterprise.	7
1.2. Methods of personnel management, building a personnel management system.	18
1.3. The role of motivation in improving the efficiency of personnel management personnel.....	22
CHAPTER 2. The Role of the Modern Human Resources Manager in a Business Media Network.....	33
2.1. General characteristics of Business Media Network.	33
2.2. Analysis of motivation in Business Media Network.	36
2.3. Analysis of the staffing structure of Business Media Network.	42
2.4. Analysis of personnel management methods in Business Media Network.	45
CHAPTER 3. Consideration of ways to develop and improve methods of personnel management at the enterprise.....	51
3.1. Ways to improve the personnel management system at the enterprise.	51
3.2. Development of a project to improve the personnel management system at the enterprise.	56
3.3. Economic substantiation of project activities.	60
CONCLUSIONS	66
REFERENCES	69

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На основі аналізу перспективних та ефективних методів управління персоналом визначено основні етапи розвитку та оптимізації роботи менеджера з персоналу.

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INTRODUCTION

The personnel management system, being one of the most important subsystems of organization management, directly affects the success and efficiency of the business as a whole. Therefore, many large and successfully operating enterprises are constantly introducing new technologies and management tools. It is obvious that domestic enterprises due to insufficient quality of management, lose most of the customers. Since the existing methods of personnel management do not bring sufficient effect and Ukrainian enterprises do not withstand competition at the international level. These circumstances necessitate further research in the field of improving business management.

The relevance of the work is that the proposed and substantiated recommendations for improving the personnel management system, which is of practical interest to managers and executives of enterprises. The materials of the work are of particular importance for solving the problems of effective modern personnel management.

The purpose of the work is to study ways to improve the human resource management system in the company Business Media Network.

Based on the purpose of the study, the following tasks are set:

- To investigate the essence of personnel management, concepts and principles of personnel management system at the enterprise;
- To analyze methods of personnel management, construction of personnel management system, the role of motivation in increasing the effectiveness of personnel management in leading companies;
- To investigate the general characteristics of Business Media Network;
- To analyze the staffing structure of Business Media Network;
- To analyze the methods of personnel management in Business Media Network;
- Analyze the motivation system of Business Media Network;
- Suggest innovative ways and develop a project to improve the HR management system at Business Media Network;
- To conduct an economic feasibility study of project activities in the Business Media Network.

The object of study is a set of theoretical and applied aspects of personnel management in the company Business Media Network.

The subject of research is the human resource management system of Business Media Network enterprise and the effectiveness of its activities.

Methods of research. The methodological principles of the work are the provisions of economic theory, scientific works of domestic and foreign scientists-economists, which relate to the problems of personnel management in the enterprise. The following research methods were used: logical and theoretical; system analysis and synthesis, generalization.

The scientific novelty of the obtained results lies in the study of the peculiarities of personnel management at the enterprise; development of ways to improve personnel management and increase the efficiency of the enterprise.

The practical significance of the research results is to develop proposals for improving the personnel management system and improving the efficiency of the enterprise Business Media Network. The results of the study of the directions of improving the personnel management system and increasing the efficiency of the enterprise are accepted for use in the theoretical and practical activities of Business Media Network.

Structure and scope of work. Diploma work with a total volume of pages consists of an introduction, three chapters, conclusions, and contains a list of references from the title.

CHAPTER 1. Theoretical foundations of HR manager: concept, essence, principles, methods.

1.1. The essence of personnel management, the concept and principles of the personnel management system at the enterprise.

Managers of most domestic companies focus their attention mainly on the management of production, finance, marketing, while the management of such an important component as personnel continues to be the weakest link in the overall management system of an organization.

Personnel management is one of the most important areas of management of a modern organization. People are the most important resource of an organization. They can create new products, accumulate and use financial resources, are able to control the quality of the product or service provided. It is extremely important to note that people are capable of continuous improvement and self-development. Their capabilities are almost limitless, while other resources of the organization are limited [14, p.143].

Human Resource Management (HRM) is a CRM system that helps you work with your own staff, not with customers. It is a comprehensive system for automating recruitment, selection, attraction of personnel, providing orientation, training and development, evaluating their performance, determining compensation and providing benefits, motivating, maintaining proper relationships with each team member and ensuring job security. In modern business, there is a direct correlation between caring for employees and increasing the level of productivity of their work and the efficiency of the entire enterprise [3, p. 67].

Without personnel management, the normal functioning of enterprises, firms, organizations, institutions, any type of commerce and any form of employment is impossible.

The objectives of personnel management of the organization are:

- Increasing the competitiveness of the organization;
- Increase of production efficiency, profit growth;
- Ensuring high efficiency of the team's functioning.

Successful implementation of these goals requires the following tasks:

- Ensuring the organization's need for labor in the required volumes and the necessary qualifications;
- Achievement of a reasonable ratio between the organizational and technological structure of production potential and the structure of labor potential;
- Full and effective use of the potential of the employee and the production team as a whole [13, p.95].

In modern market conditions, the role of all processes that make up the provision of services is important. One of the most significant areas of management, which is often paid insufficient attention, is work with personnel. With competent personnel management the company can reach a high level of its development. For this reason, the management of companies often carries out serious work to find the best ways in this direction.

Personnel management can be viewed from different perspectives. The most common points of view consider personnel management as:

- A system of development and implementation of interrelated, carefully thought-out decisions aimed at regulating labor and employment relations at the organization level;
- Direction of management activity, in which personnel is considered as one of the most important resources of successful functioning and development of the organization, a factor of its efficiency and growth, a means of achieving strategic goals.

When considering the essence of the concept of "personnel management system", there is still no consensus on the concept and components that form it.

Currently, many managers underestimate the importance of building a personnel management system for effective management and productivity [13, p.95].

Thus, personnel management is a field of knowledge and practical activity aimed at providing the enterprise with the necessary personnel and their optimal use. Competent and economical use of human resources can be achieved by identifying the positive and negative motivation of employees and groups, reinforcing positive motives and discouraging motivation through punishment, followed by an analysis of the effectiveness of these management mechanisms [5, p. 81].

To carry out personnel management with the help of certain mechanisms of influence is a necessity in any quality management system.

The main principle of personnel management is the selection and distribution of personnel within the organization, while taking into account their professional and psychological characteristics.

The management mechanism consists of:

- Personnel succession;
- Creation of conditions for regular staff development;
- Clear distribution of rights, responsibilities and duties between the staff;
- Providing the company with not only experienced employees, but also beginners;
- Creation of conditions for career advancement of employees;
- Creating a productive working atmosphere in which trust in people is combined with checking the quality of their duties.

Thus, the personnel management system is a set of principles, forms and methods of organizing work with personnel in the organization. This is a complex and painstaking work, which includes a whole system of different functions. The main purpose of the personnel management system is to provide the enterprise with personnel and its further effective development [7].

Personnel management should be carried out in a comprehensive manner, personnel should be considered as a human resource or capital that can significantly contribute to the success of the business entity.

One of the first statements about the concept of personnel management was made by the Michigan School (University of Michigan). According to the views of the representatives of this school, the personnel system and the structure of the organization should be regulated in such a way as to meet the organizational strategy. They further explained that there is a human resources cycle consisting of four main processes or functions that are performed in any organization [6, p. 55]:

- Selection - matching available personnel to their jobs;
- Attestation - performance management;
- Reward - a management tool that is used to stimulate organizational performance;
- Development - the desire to have highly qualified employees.

The main role in human resource management researchers assigned to middle managers. In their opinion, human resource management covers all management decisions and actions that affect the nature of the relationship between the organization and its employees - its human resources [8, p. 60].

Each company independently chooses for itself a model of personnel management, which takes into account the quality of the working environment characteristic of this organization.

For successful personnel management at an enterprise, it is advisable to use not only a certain model of personnel management, but also to apply various complex models.

Let's consider the most interesting models of personnel management, which are used in Japan and America.

In Japan, there are three main principles, namely: lifetime employment of personnel continuous training of personnel method of collective decision-making.

In the framework of lifetime employment, an employee is hired after graduation, and he works at this enterprise until retirement. According to this principle, half of Japanese enterprises hire employees. During the entire period of employment, the company takes care of its employee. In turn, the employee identifies himself with his company to a great extent. She/he considers himself a full representative of the

company regardless of his position and considers himself an important member and face of the company.

Often Japanese employees do not fully use their vacations, as they believe that their main task is to work, because the company needs them, thus expressing their full commitment and loyalty.

When you meet a Japanese person, he/she may say not his/her name, but the name of the company he/she works for. For the Japanese a big problem is dismissal or transfer to another company, as in a new place he starts from scratch, his previous career is not taken into account [9, p.141].

The Japanese model of personnel management is aimed at continuous training of its employees by the company. The company spends a lot of money for staff development, as, ultimately, all these costs pay for themselves.

For example, in case of crisis re-equipment of the enterprise, employees can move to other areas of work and perform other functions. It also helps the company to ensure the employee's lifelong employment - at any reorganization in the company he will always have a place. The employee is deprived of the fear of losing his job [1, p.225].

The Japanese have a very developed sense of duty and she/he is sure that she/he must constantly improve their skills. At the same time, the Japanese do not expect any material reward - for them self-development and improvement of skills is an end in itself and brings great pleasure.

Another concept of the Japanese model of personnel management is based on the group consciousness of the Japanese. The collective principle of the formation of the Japanese society has its roots in history, when Japan was an isolated separate country without ties with the rest of the world. Therefore, there is nothing surprising in the fact that currently the Japanese model of personnel management is focused, among other things, on the principle of collective work.

If an employee has achieved something or proposed some improvement, it is considered an achievement of the whole team where he works. If it is necessary to

make a decision, it must be made unanimously. If someone is against it, the decision is not made [2, p. 36].

Another important conceptual principle of the Japanese model of personnel management is the prevalence of rewards over punishments. Company management is based on the principles of providing assistance to employees and creating a harmonious working atmosphere. For the Japanese, the company and its staff represent his home, family, so in Japan there is a cult of work for the sake of work, not for the sake of praise and reward. Each employee identifies his personal success with the success of the company he works for.

Japanese managers very carefully select their staff, because it is a marriage to the coffin, until death does not separate the employee and the company. The work of personnel services is to carefully study the candidates from all sides. The Japanese model of personnel management in this case involves the study of a huge layer of information available online for the correct selection of employees.

The features of American management are:

- American businessmanship, that is, the ability to do business, entrepreneurship in work, so it is natural that it was in American management that the concept of management by objectives was formulated and implemented in various manifestations.
- Staff competence, which is given considerable attention [9, p. 141].

American companies practice different systems of training and professional development of personnel, create consulting firms, open management schools, faculties at higher educational institutions. Such schools train specialists in various fields, but the main place in this industry is given to consulting firms.

An important principle of American firms is a comprehensive quality control, which is reflected in the job description of the employee and provides responsibility for the quality of work performed [1, p.226].

Currently, 4 basic concepts of personnel management are used in economics and management:

- Economic concept - competent management of labor resources;
- Humanistic - the principles of managing the person himself, a participant in production processes;
- Organizational and social system of human resources management;
- Organizational and administrative - one of the main concepts of personnel management [6, c.81].

Each of the above systems is used for its own type of enterprise.

The modern concept of human resources management is inclined to prioritize the transfer of a large volume of management functions to the direct managers of a particular team. At the same time, they should receive the necessary professional and methodological assistance.

The general and main task of human resources management is to ensure that the qualitative and quantitative characteristics of the staff meet the goals of the organization.

At present, many companies that use outdated HR management mechanisms have a less than favorable HR situation:

- Employees do not identify themselves with the company and the position, are indifferent to the performance of tasks and are not satisfied with their work - both in the process and in the results. However, such "internal dismissal" does not encourage them to look for new jobs or change the field of activity, but simply drives them into apathy and pessimism, which inevitably affect productivity.
- Personnel management is excessively bureaucratized. Formal procedures take a lot of time and effort, generate distrust and stop the creative approach to work [5, p.81].
- No clear focus on goals. Most employees do not look at their activities from the point of view of an entrepreneur (that is, they do not set themselves clear achievable goals and do not strive to achieve them).

- The established mechanisms of personnel management rather prevent employees from achieving high results and applying a creative approach than promote it. As a result, people realize their abilities, knowledge and experience outside the company.
- Employees' freedom of action is very limited, management mechanisms lack flexibility and adaptability to the constantly changing external environment. The work of the staff is becoming less and less effective.
- Not all employees are set up for fruitful teamwork. Some people are selfish and pull the blanket over themselves, reducing the overall productivity of the work team.

The reason for most of these problems is not some personal shortcomings of employees, but a set of subjective factors, the main among which is the actual absence of a holistic and progressive mechanism of personnel management.

The mechanism of personnel management should take into account the impact of external factors on the company and be integrated into other management processes. It is important that the company's managers are involved and actively participate in personnel management.

An effective mechanism of personnel management is always a combination of practices and tasks of line management with the global strategy of the company. This means that managers at all levels should recruit, hire, train, promote, utilize, retain, motivate and reward employees based on current business objectives, perceptions of fairness and the company's workforce needs. To do this, it is necessary to integrate HR planning and management into a more global strategic planning process [6, p.88].

Personnel management is always a complex and directed impact on individuals or working groups, whose task is to create optimal conditions for active, conscious and creative work aimed at high results.

Personnel management is based on the following principles [4, p.66]:

- Manage by agreeing on goals. Each particular employee and unit should have its own goals for the year. The achievement of departmental objectives should depend on the contribution of each employee.

- Lead through self-control and a trusting atmosphere, learning from your own mistakes.
- Respect the staff and do not emphasize the difference in status between workers, employees and managers, maintain a democratic style of communication.
- Stimulate people materially and morally: through personal conversations, bonuses for good work, giving a percentage of profits.
- To strive for professional development, giving all staff equal opportunities to improve knowledge and professional skills and guaranteeing employment with the necessary qualification level.
- To manage by means of competent informing and building communication with the staff.

The essence of the personnel management mechanism is to treat employees as the main resource and competitive advantage of the company. This resource should be properly managed, expanded, motivated to work effectively and developed, focusing on the strategic objectives of the company.

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In modern conditions with increased requirements for personnel management it should solve the following tasks:

- To promote the implementation of corporate development strategy;
- To form and fill with personnel new elements of the organizational structure;
- Attract personnel who will fit into the corporate culture and style of work of the company;
- To establish mechanisms of partnership and participation;
- Use the human resources potential as fully and efficiently as possible;
- Design and implement staff motivation mechanisms;
- Participate in organizational changes within the company.

The mechanism of enterprise personnel management always remains a complex and dynamic process. Its elements must be reformed all the time, as both the external conditions in which the business operates and the internal corporate environment change. Current management goals and objectives, working conditions are constantly being adjusted, so management mechanisms and methods should also be improved [7].

In order to effectively plan the work process at the enterprise, it is necessary to understand the theoretical aspects of the organization of labor: the essence and directions of its improvement, the formulation of interrelated tasks in this area, the division of labor and work cooperation, forms of organization of the production process, work and rest regime, rational labor planning.

Planning the need for personnel occupies one of the most important places in the overall mechanism of personnel management in the company. In Ukrainian and foreign practice of personnel management several approaches to such planning have been formed. The more precisely the need for personnel of a particular profile and level of training is determined, the more rationally you can use funds to pay for his work and the greater productivity can be achieved.

Selection and placement of personnel is an important part of the personnel management mechanism, it consists in the selection of personnel to perform specific functions (works) from a variety of applicants. It is important to find the most

promising and suitable for the company employee who has the necessary experience, meets the current qualification requirements and is able to adapt to changing conditions.

Personnel is influenced not only by the internal environment of the corporation, but also by market conditions. Therefore, one of the key tasks in personnel management is the formation of adaptation mechanisms in employees that allow them to quickly adapt to new requirements and continue to perform their functions with maximum efficiency. The ability of an employee to fit into the existing team, become part of the team and accept the corporate culture is of great importance [12, p.53].

Incentive mechanisms are the main lever of influence of the company's management on the staff. And first of all it is, of course, about remuneration.

Decisions on labor incentives (salary increases, career growth, bonuses and other measures) are made on the basis of the assessment of the team's work. In any case, the evaluation of people's work will be largely subjective, but its mechanism should be prescribed in the company.

Corporate events and trainings are one of the most popular and effective tools in personnel management. They help in team building, strengthening corporate spirit and increasing loyalty. This is a proven mechanism for companies to motivate the team and help increase productivity [11, p.240].

A considerable number of people work not only for money, but also for the idea. This can be understood only by communicating with employees in an informal setting at a corporate event and finding out what moods prevail in the team. In the working environment, when people are constantly busy, it is not always possible to know the character of each person. On the contrary, the festive atmosphere of a corporate event gives employees the opportunity to communicate and establish friendly relations, and the manager dealing with personnel management issues - to assess the effectiveness of the personnel policy and the mechanisms of influence used.

However, a corporate event is still not a friendly party, so it is necessary to adhere to the norms of correct communication, not to behave in a disrespectful manner towards senior colleagues and not to get carried away with alcohol. The main thing is

a positive attitude and appropriate activity (participation in competitions, etc.) [13, p.240].

It is possible to hold corporate meetings in a wider circle, inviting them, in addition to the staff of the company, its regular customers and business partners. Then such events will become not only a mechanism of personnel management, but also a tool for strengthening mutually beneficial relations and the formation of strong business ties.

Holding corporate events also allows to effectively solve current problems facing the company. Talking with colleagues, learning more about the history of the company and its leaders, discussing current work issues with like-minded people is a valuable opportunity for any employee.

Today, any specialist must have strategic thinking, entrepreneurship, broad erudition, high culture. There are requirements for continuous development of personnel, i.e. carrying out activities that contribute to the full disclosure of personal potential of employees and the growth of their ability to contribute to the activities of the organization.

1.2. Methods of personnel management, building a personnel management system.

Let us highlight the methods of effective personnel management, which are considered in the scientific works of Ukrainian and foreign scientists, these methods are generalized and structured [13, p. 105]:

- Managerial (based on punishment and power of administrative dependence; focuses on discipline);
- Economic (based on economic motivation - material incentives, bonuses);
- Socio-psychological (based on morality, in order to translate tasks into the internal necessity of a person).

Can be achieved through: team development, the formation of a normal emotional climate and creative atmosphere.

All these groups of management methods are considered as complementary to each other and are achieved during the development at work.

But traditional management methods are not enough, so there are many more management system methods that take into account the human factor, more complex systems. The classification of methods is given in Table 1.1 [13, p. 112].

Table 1.1.

Methods of personnel management of an organization

Method	Description
Expert and analytical	It is based on the recruitment of qualified personnel management staff. Forms of systematization, recording and expert conclusions are processed. At the same time, directions for improving management are identified. But in the absence of experts of a unified evaluation system there is a risk of low accuracy.
Parametric	The basis of this method is to identify the degree of correspondence between the elements of the production system and the personnel management system itself.
Functional and cost analysis	The basis of this method is to find a more profitable personnel management system, because unnecessary management functions that are not performed are identified.
Method of analogies	This method is based on the development of typical solutions (for example, a typical organizational structure of personnel management) and defining the limits and conditions of their employment
Typing of subsystems	The method is based on the effective use of standard solutions in improving personnel management.
Creative meetings	The basis of the method is the discussion by all employees of the development of the management system through the flow of ideas.
Collective notebook	The collective notebook method promotes everyone's ideas followed by their collective evaluation.

More modern management methods suggest the use of two styles:

- Role style (to make employees feel important in the team);
- Direct management style (each employee should know where his responsibilities begin and end);

The main methods of personnel management are:

- Organizational and administrative (direct management instructions);
- Economic (based on material incentives);
- Social and psychological (used to increase the social activity of the staff).

Management, oriented to work with the employees of the company, implies the fact that there is a management structure that connects the management staff of the

enterprise with subordinates, and even competently formulated tasks of managing the employees of the company.

As the main objectives of personnel management can be called the development of the company and financial stability. It is possible to define several benchmarks of the purpose of personnel management - these are:

- Economic direction of the goal: it means obtaining a predetermined income as a result of the firm's work;
- Scientific and technical: this direction provides the necessary scientific and technical level of compliance of products with the requirements of the sales market, as well as increasing labor productivity through the introduction of technological innovations;
- Production and commercial - ensuring a specific volume of production and sales of the company's products;
- Social: this direction should ensure the achievement of the required degree of social needs.

Thus, even if the main goal of the HR management system is the economic growth of the firm, the social aspect is taken into account at the same time. Organizational goals for personnel management should take into account the needs of employees and at the same time lead to the growth of economic well-being of the enterprise.

To implement the purpose of personnel management, a special system is created with the use of modern scientific rules and methodological recommendations of specialists, which allows you to manage the personnel of the enterprise. And if the very purpose of personnel management is a static state, which the goal setters seek to achieve, the dynamic process is the function of personnel management.

As the main tasks of personnel management are called the following [12, p. 53]:

- The personnel management system should be effective and viable;
- Formation of a plan for working with employees in the long term;
- Development of an operational (short-term) plan for working with staff;
- Determination of qualitative and quantitative needs in personnel.

To solve the above tasks, it is necessary to carry out a number of activities, namely:

- Selection of employees in accordance with collective requirements;
- Increasing motivation and stimulation of the staff;
- Settlement of disputes and conflicts that arise;
- Creation of safe working conditions for employees;
- Drawing up the staffing table and preparation of job descriptions. Based on the tasks presented, we note that the functions to be performed should be applied in each enterprise in order for these innovations to be effective.

The basis of the multifunctional chain is considered to be the preparation of a plan that defines the missions, objectives, structure of the program of the personnel management concept.

For any purpose of the organization are characterized by the following features:

- Reflection of the state of affairs in the future;
- Reflection of the state of affairs with the moment of obligation for all employees;
- Formal adoption and approval of the manager.

The personnel management system is an incentive, the goals guide and coordinate the behavior of the employees of the city enterprise and at the same time are responsible for the approval of control criteria. In other words, management objectives are responsible for the implementation of functions such as:

- Personnel management;
- Coordination of actions;
- Control and adjustment of criteria in accordance with changing environmental conditions.

Thus, the system of objectives of personnel management has a dual focus and depending on the ability of the company's management to combine these two directions as a result depends on the efficiency of the enterprise as a whole.

1.3. The role of motivation in improving the efficiency of personnel management

The process of activating the motives of employees (intrinsic motivation) and creating incentives (extrinsic motivation) to encourage them to work effectively is called motivation in personnel management.

There are also synonymous terms for motivation, such as stimulation and motivation. The purpose of motivation is to form a set of conditions that encourage a person to take actions aimed at achieving a goal that is close to the maximum effect.

A generalized description of the motivation process can be presented using such concepts as needs, motives and goals.

The need is understood as a state of a person who feels the need for an object necessary for his existence.

Motives are understood as the inducement of a person to actions aimed at a specific result (goal).

Goals are all the desires of a person to which he or she aspires.

The motivational process, which reflects the interconnection of motives, needs and goals, and even the cyclicity and multi-stage nature of this process, is presented in Figure 1.1.

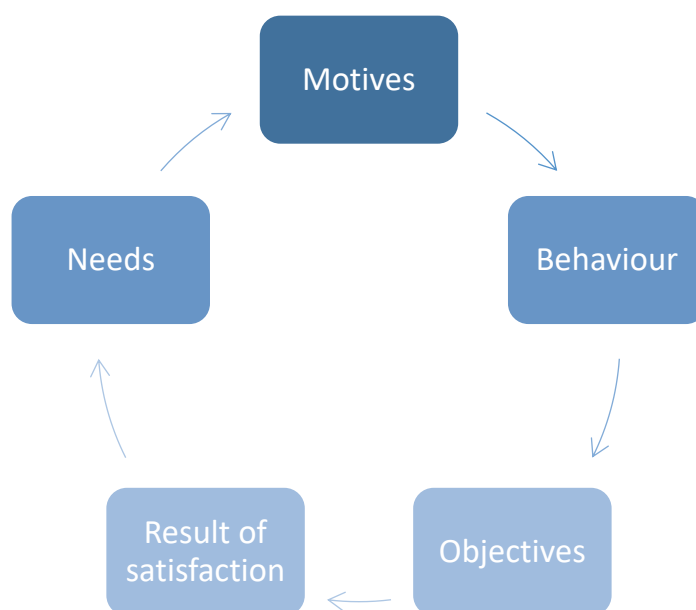


Figure 1.1 - Diagram of the motivational process [9]

The scheme of Figure 1.1 is quite conventional and gives only a generalized idea of the relationship of needs with human motives. Formally, the motivational process can be much more complicated. The motives that drive a person to action are phenomenally complex, subject to frequent changes, and are influenced by an indivisible set of external and internal factors, such as skills, abilities, various abilities, as well as education, social status, material well-being and public opinion. It follows that predicting the behavior of employees in response to different incentive systems is very difficult.

Motivation as a role of management should be implemented through incentive mechanisms, and any actions of an employee should have positive or negative consequences in terms of satisfaction of needs and achievement of his goals. The manager must build such a motivational structure with the help of which he would be able to educate the team in the desired form.

Currently, a properly organized and effective system of staff incentives is one of the practical problems of management. The most inherent problems in organizations related to the underestimation of staff motivation are as follows:

- High staff turnover;
- High level of conflict;
- Low level of discipline;
- Low-quality work (defects);
- Irrationality of motives of performers' behavior;
- Weak connection between the results of performers' work and incentives;
- Negligent attitude to work;
- Lack of conditions for self-realization of employees' potential;
- Low efficiency of the manager's influence on subordinates;
- Low level of interpersonal communications;
- Poor prospects for career growth;
- Dissatisfaction with the work of employees;
- Low professional level of staff;
- Lack of initiative of employees;

- Unfavorable moral and psychological climate;
- Insufficient equipment of workplaces;
- Insufficient attention to training and internship of the reserve;
- Unwillingness of employees to improve their qualifications;
- Inadequate system of labor incentives;
- Discrepancy between the real behaviour of a subordinate and the expectations of his/her supervisor;
- Low morale in the team;
- Problems in personnel management, prone to ambition, career growth and many others [8, p.60].

The creation of an effective motivation system requires the study of the theoretical foundations of motivation and the application of these systems and methods of motivation [14, p. 142].

Whatever methods of motivation for the staff do not exist, they can be various and applied depending on the chosen motivation system in the organization, its type of management and the peculiarities of its activities.

The classification of motivation methods based on motivational orientation can be divided into three groups:

- Organizational and administrative methods;
- Economic methods;
- Social and psychological methods.

Organizational and administrative methods are based on administrative instructions. These methods are based on power motivation, created on subordination to the law, law and order and the possibility of coercion. Such methods include organizational planning, standardization, instruction, ordering and control. The role of power motivation in management implies not only compliance with laws and regulations approved at the state level, but also a specific definition of the rights and obligations of managers and subordinates, in which the implementation of management instructions is mandatory for subordinates. Power motivation creates urgent conditions for organization and coordination, and the organizational and administrative methods

themselves should create conditions for effective management of any level on the basis of its scientific organization.

Economic methods are defined by economic incentives. They are based on material motivation, focusing on the implementation of specific indicators or tasks and the application of remuneration for the results of the work performed after their implementation. The use of economic methods and their application in practice is associated with the creation of a work plan, control over its implementation, as well as material incentives for work, which provides incentives for a certain amount and proper quality of work, and imposing sanctions for inadequate quantity and insufficient quality [7].

Social and psychological methods are used to increase social initiative and interest of employees. The application of these methods, which stimulates the work of employees, takes into account the social, aesthetic, religious and other interests of employees. This group of methods involves a wide range of methods and techniques of various sciences that study people, such as sociology, psychology and others. These methods include questionnaires, testing, surveys and interviews. The use of such methods is regarded in two aspects: from the traditional point of view of their application by personnel management and from the point of view of behavior control.

However, practice shows that different methods and their configurations can be used simultaneously in management. But for the expedient management of motivation, it is necessary to take into account and apply all three groups of methods, since the use of only power and material motivations will not allow to attract the initiative of employees to achieve the goals of the organization.

Many authors note that the growth of economic management methods in Ukraine is associated with the establishment and improvement of the market economic system. In market conditions, such methods are constantly evolving, their efficiency and effectiveness are increasing, which allows to combine the personal interests of the employee with the goals of the organization. However, if we take into account only economic methods of incentives, we can reduce the internal motivation of the staff.

The given classification of motivation methods is classical. In modern management, other groups of incentive methods are used. As a result, all motivation methods can be grouped into four types:

- Application of economic incentives of all types, including salaries, bonuses, benefits, insurance, interest-free loans, etc. that determine the success of the team in the system of rewarding or punishing for results;
- Management by objectives. This system is well used in the United States and provides for the establishment of a sequence of goals for an individual employee or the entire department that will help to solve the main tasks of the enterprise (achievement of certain quantitative or qualitative levels, staff development). Achievement of each goal means an increase in salary or other incentive;
- Labor enrichment is a system of non-economic methods and provides people with more meaningful, promising work, significant independence in determining the mode of work, use of resources. This adds to the growth of wages and social status;
- The system of participation exists in different forms: from wide involvement of personnel in decision-making in management (Japan) and to participation in ownership by purchasing shares of own enterprise on preferential terms (USA, England).

For these groups of methods, today, specially developed methods and systems of staff motivation.

As a rule, in the modern world, motivation is formed on the knowledge and mechanisms of psychology. For the first time, the psychological characteristics of human activity were paid attention to by the substantive theories of motivation, which arose almost immediately after the theories of "carrot and stick" and the like. Since then, theories of motivation tend to take into account the needs and motives of human activity as much as possible, each time trying to identify new priority motives, motives and needs.

Nowadays, modern substantive theories of motivation focus on the list and structure of human needs.

The most modern theories of motivation are considered to be procedural theories of motivation, they also consider the motivating role of needs, however, motivation itself is discussed in which as a compulsion of a person to direct efforts to achieve various goals.

The most significant substantive theories of motivation are the theories of Maslow, McClelland and Herzberg.

Maslow's theory notes five important types of needs, gathered in a hierarchical pyramid: primary needs - physiological, safety and security, social; secondary needs - esteem and self-expression, shown in Figure 1.2

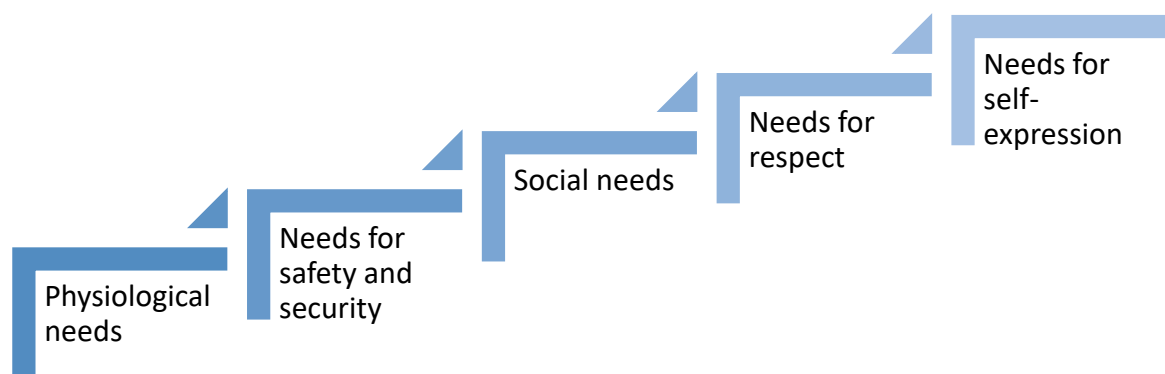


Figure 1.2 - Types of needs from Maslow's theory [27]

McClelland's theory in addition to the needs from Maslow's theory adds the needs for power, success and affiliation.

Herzberg's theory is based on the analysis of factors that influence a person in the course of work and satisfaction of his needs. Herzberg in his theory distinguishes hygienic and motivating factors of influence. Hygienic factors include: the amount of remuneration, interpersonal relations, the nature of control, which do not allow to form a feeling of dissatisfaction with work. Motivating factors such as anticipation of success, career development, professional growth, recognition by others, responsibility [12, p.55].

The main procedural theories of motivation are:

- Expectancy theory: the essence of this theory is that the main incentive for people to act is a certain expectation of results or rewards, so motivation should be carried out by creating appropriate expectations in people;
- The theory of justice shows that the main motive that motivates people to act is the assessment of justice, which is the assignment of the necessary activity and the reward for it, the degree of justice perceived by people determines all the efforts spent by people during a particular activity;
- Porter-Lower's model of motivation considers that work performance and the degree of effort put in are determined by the employee's assessment of the value of the reward and the confidence that it will be fulfilled.

Modification of needs is influenced by some factors, which are presented in Figure 1.3.

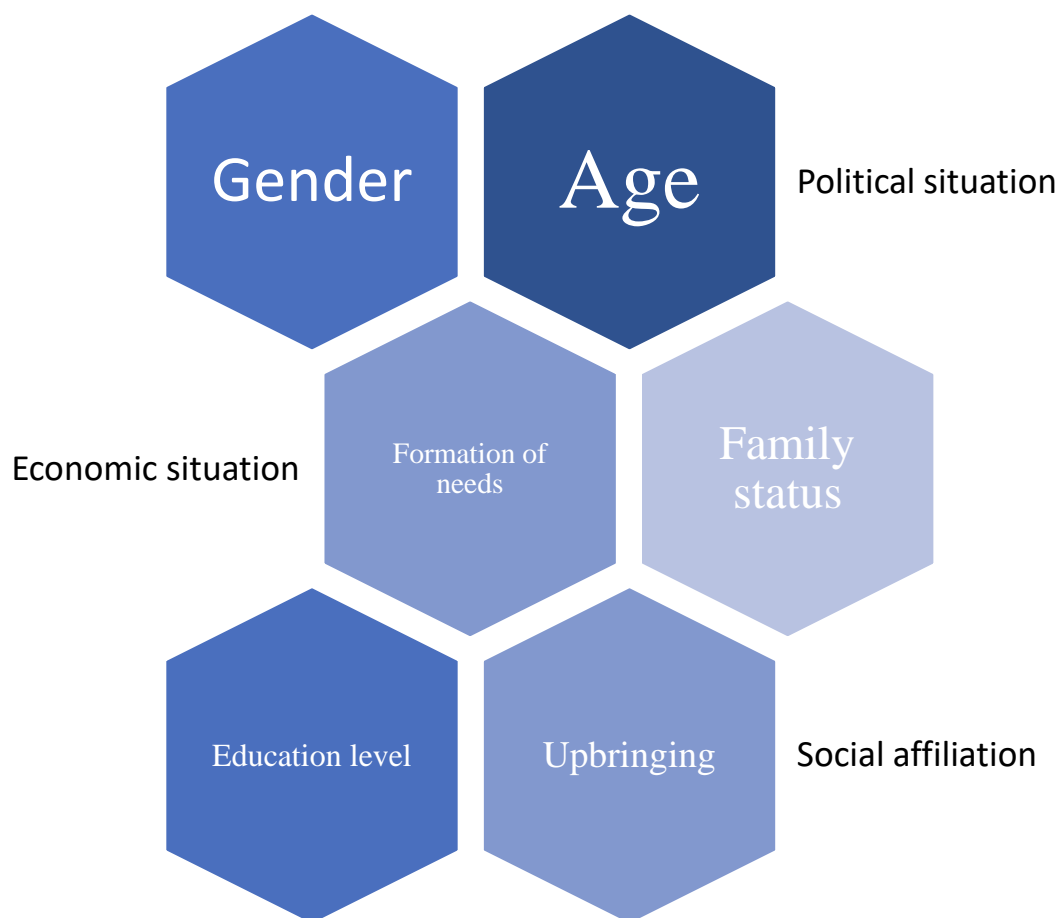


Figure 1.3 - Factors influencing the modification of needs [26]

The use of various incentive systems in modern practice is diverse and depends on conditions that may be influenced by objective factors, such as the economic situation of the country, unemployment, prices, social security, and more private circumstances, such as employees' qualifications, personal qualities, age, psychological climate. However, no one knows exactly how motivation works on a person, with what force the motivating factor should act to make him work. For this purpose in personnel management there are constant research and improvement of various incentives of labor activity, development of new methods and improvement of incentive systems [10, p.156].

Scientific manuals on personnel management contain a more detailed analysis and improvement in accordance with modern conditions of classical theories of motivation, as well as the development of new ones. Today, the participatory method applied to the motivation of personnel is also reflected, which is just implementing remuneration programs for work, considering the strengthening of intrinsic motivation and attracting the interest of employees in the labor process by changing their powers in the activities of the organization. The main forms of participation include employee participation in the company's revenues and profits and employee participation in management.

Particular attention should be paid to the strategic approach to personnel management, which is based on a role-based approach to the interaction of man and organization.

All of the above theories can be applied in domestic companies, taking into account the analysis of personality traits, the group of people to whom this motivation is applied and the way of motivation. It should be borne in mind that the needs of the Ukrainian society in crisis and transition are changing, so when choosing a specific method of motivation, substantive or procedural theories, it is necessary to take into account the characteristics of the labor collective and the specific picture of the situation.

To date, there are many publications in the literature that consider the subjects, processes and methods of motivation. For example, the variant of labor positionality is

considered, which is considered the most optimal basis for the formation of motivational and stimulating conditions for the employee.

The main point in this methodology should be considered to be ensuring a positive attitude of the employee to his duties and the proposed role for self-determination of fair incentives for the employee. Self-determination, in this case, means both an appropriate understanding and an identical acceptance by the employee of the normative conditions of work and his/her life.

Also, much attention is paid not only to the factors of motivation, but also to all possible factors of demotivation. Various sociological studies identify the most effective methods of motivation and factors that reproduce the demotivating effect.

Also, important motivational forms are considered to be

- Favorable moral climate in the team;
- Career;
- Favorable working conditions;
- Payment for vouchers;
- Social vacations.
- Among the most common factors of demotivation are
- Violation of an unspoken contract;
- Failure to use the skills of employees that they themselves value;
- Ignoring ideas and initiatives;
- Lack of a sense of belonging to the company;
- Lack of achievement, visibility of results, personal and professional growth;
- Lack of recognition of achievements and results by management and colleagues;
- Lack of changes in the status of the employee.

Let us consider these factors of demotivation in the chronological sequence of their manifestation in the new workplace.

Violation of the unspoken "contract". When hired, the candidate and the employer enter into a "contract" in which their own time, energy and intellect are exchanged for some material reward, potential opportunities to realize their personal

ideas and the world around them. Personal plans can be quite different: from the opportunity to come to work every day and communicate with interesting people to the opportunity to actively work, perform their duties and see their results and achievements. But, as a rule, material remuneration is not the dominant factor in this contract, but it is customary to focus on compensation and guarantees of the social package during the interview. The environment that the candidate needs to enter is discussed very little. The environment can include a variety of elements, ranging from the appearance, office design, interior and work schedule, to the specifics of the team and the duties entrusted to the employee. As a result, the candidate has seriously inflated expectations that are at odds with the reality in the company. And, as a rule, the result of this will be a decrease in intrinsic motivation. It is recommended to reduce this factor of demotivation by providing realistic information to the candidate during the selection process and forming realistic expectations of the potential employee.

Failure to use the skills of the employee, which he himself appreciates. Every experienced manager knows that it is risky to hire a highly qualified and professional specialist for an undervalued position. Even if he agrees to such a job, he himself soon for some personal reasons (for example, for financial reasons) will begin to look for the application of his potential, unrealized talent and skills. One of the suggestions of this situation is that the organization is facing different tasks and circumstances, and the right decision will be the participation of employees in temporary, project issues that do not take much time, but they will help the employee to understand that the management appreciates them for all their unrealized potential, skills and abilities [4, p. 98].

Ignoring ideas and initiatives. Every employee who has started a new job has a number of ideas. However, management and the team neglect these ideas and do not focus on them, partly due to distrust of newcomers, partly due to unwillingness to part with the traditional order, foundations and rules in the organization, even if their ideas lead to the highest effect. In this case, it is recommended to listen to the ideas and suggestions of the newcomer and let him understand how this or that idea is not suitable for existence in this company.

Lack of a sense of belonging to the company. This demotivating factor is most relevant for employees outside the company or for support staff. As a result, such employees have the impression that for company managers they are generally unnecessary and secondary personnel who work for the company only for their own benefit, getting money. It is recommended to instill a sense of involvement of such employees in the common cause, to create a team spirit in this company, which is a strong incentive for them. Employees, in return, will sacrifice their own interests and time and will try to work towards achieving the goals and interests of the company. It is also necessary to take into account that this problem can concern not only freelancers but also those who work on a permanent basis and sometimes all departments.

Lack of a sense of achievement, personal and professional growth. In the organization, when the specifics of the work itself does not allow for the development of professional and personal growth, constant monotonous work weakens the internal motivation of employees, even those who do not like diversity. Drawing conclusions about the time spent in this or that company, the employee understands that in addition to the salary received, he will not receive anything, other prospects are not expected. People of creative professions feel it especially painfully. Demotivating is the work that is built in such a way that the final result is visible only after the end of the work. In such cases, it is recommended to create temporary short-term projects for employees to use their potential and engage them in work. Most often, such projects are created in areas related to the employee's specialization.

Lack of recognition of achievements and results by management and colleagues. In most companies it is not customary to notice their achievements and not to highlight individual competent employees against the general background. It follows that it is necessary to encourage especially gifted employees and not always financially.

Lack of changes in the status of the employee. Often, restrictions in the structure of the organization are the most universal reason for slowing down and suspending the development of career growth, namely changes in the status, position of the employee in the organization, his powers, authority, ability to solve new problems and grow professionally. This problem can be solved as follows: you can use various methods of

changing the status and position without changing the position, for example, to appoint an employee as a temporary project manager.

According to many experts in human resources management, special attention should be paid to a typical factor of employee behavior: internal motivation, however, in fact, today this factor remains aside. Most likely, such neglect is a negative consequence that hinders the effective work of employees.

Having considered the theoretical foundations of the staff motivation system, it was found that in modern conditions the most effective measure to motivate staff is a combination of material and non-material incentives for employees.

CHAPTER 2. The Role of the Modern Human Resources Manager in a Business Media Network.

2.1. General characteristics of Business Media Network.

Business Media Network is a limited liability company that was founded by the Association of Students of Ukraine, UACU University professor and founder of the "Economy of Trust" company Alex Sheyner in January 2022 with the aim of creating a global promotion platform for Ukrainian individuals and legal entities. The war in Ukraine changed the concept of the BMN project. The priority was the desire to help the country. BMN began to attract young Ukrainians who were looking for an opportunity to be useful for their country.

Business Media Network project goal

Creation of the Internet platform, contributing to the financial support of small and medium Ukrainian businesses to achieve success in Ukraine and abroad.

Business Media Network vision

Business Media Network is a comprehensive solution for small and medium-sized businesses in Ukraine.

Business Media Network mission

Organize, connect and manage content locally to promote Ukrainian entrepreneurs and cities around the world using an interactive map as well as help find investors.

Business Media Network values:

- Creation of trust through transparency;
- Choice of cooperation instead of competition;
- Creating value for all stakeholders;
- Team;
- Creation of long-term cooperation;
- Excellent customer service;
- Strong work ethic, passionate, positive and inspiring to all team members;
- Responsibility, innovation and entrepreneurial spirit of each team member;
- The numbers tell the story - a metrics driven process for all activities of each team member.

Characteristics of the economic activity

Business Media Network brings together three projects, respectively, and three platforms that are interconnected. These are Marketplace, Deal Flow and City Showcase.

Business Media Network platforms are listed below Table 2.1.

Table 2.1

Platform Business Media Network

Business Media Network						
Marketplace	Deal Flow			City Showcase		
Dep. lead	Dep. lead			Dep. lead		
Products:	Products:			Products:		
Showroom	Above the Map	Industries	Municipalities	Banner Ads	Links	
Priority Listings	CEO of the week	Company profile	Municipalities profile	Landing	Wholesale	Direct
Product/Service prom.	Business of the week	Project profile	Opportunities	Side		
Import/Export	Start-up of the week		Projects	Footer		
Product/Service sales	Project of the week					

Marketplace

This is a searchable database of companies that want to trade and cooperate with other businesses, both in Ukraine and around the world. It is open for any legally registered business. EoT Marketplace is the only Ukrainian business database focused on B2B.

City Showcase

City Showcase - pairing of two departments Quality assurance and Nav Menu. This platform is engaged in the creation of web storefronts and OTGs of Ukraine, filling them with businesses. The department's employees also evaluate the quality of city websites in terms of business content.

Deal Flow

Deal Flow is an international platform for digital weekly publications. Deal Flow is one of the most important parts of the project - the face of the company, how it is seen by national and international partners. Deal Flow itself will create a large and stable audience

Business Media Network provides the following products and services to customers:

- Creating a corporate website, catalog site, business card site, landing page;
- Redesign of the existing site;
- Creating a version of the site for the visually impaired;
- Technical support;
- Translation of the site in English, Russian, Ukrainian;
- Audit of advertising strategy;
- Logo design;
- Setting up targeting, Promotion of American sites, Promotion of young sites;
- Creating an interview with the head of the business;
- Contextual advertising Google Adwords, Banner advertising;
- Social media, maintenance, content creation;
- Advertising the company on our social resources, etc.

2.2. Analysis of motivation in Business Media Network.

The company structure Table 2.2 includes many departments and sub-departments, each performing a different function. The general management of the company is performed by the board of directors, which includes the following individuals:

- Henry Sternenberg - Chairman and President;
- Alex Shaner - Managing Director and Chief Executive Officer;
- Yulia Chufistova - Chief Operating Officer;
- Oleg Kozhanov - Chief Technologist.

Table 2.2

Organizational structure of the company

Company structure						
Business Media Network	HR department	HEAD	HR assistant	HR coordinator		
	Customer service department	Customer Service Manager	Assistant			
	Content department	Content manager	Translator	Graphic designer	Tik Tok maker	Photoshop and Graphic designer, editor
	Executive management team	Co-founder and Chief Operations Officer	Co-founder and Chief Content Officer	Operations manager	Assistant	
		Co-founder and CEO	Co-founder CLC	Project manager	Assistant	
			Content manager			
	General manager "Marketplace"	General manager Marketplace	Assistant			
	Deal Flow department	Deal Flow director	Deal Flow assistant	Mayors club assistant	Translator	Interviewer / CEOs
	Sales department	Sales manager	Sales assistant	Sales brigada	Analytics	
	QA department	QA manager	QA Assistant	Quality technician		
	IT department	IT manager	Assistant			
	Cities Showcase department	General Cities Showcase manager	General Cities Showcase assistant	Nav menu team	WordPress developer	
Bag reports						
Database Creator						

Business Media Network has an HR department consisting of four people. The department's job is to control the recruitment process for the company.

The department's tasks include team retention, recruitment, performance evaluation, documentation, organizing events for employees, resolving various conflicts and problems, monitoring the psychological state of the team, as well as increasing employee engagement and building strategic plans to attract talent.

As information technology develops, society and business are placing ever higher demands on IT professionals. At the same time, specialization is increasing and technologies are becoming more complex. The rapid development of this industry forces IT professionals to constantly learn and master new technologies and professions.

The absence of an easy-to-use IT job classification and competency models for IT professionals by business leaders and HR managers today seriously complicates the process of managing IT personnel and increases the costs associated with finding and motivating this category of employees. The problem is particularly acute for companies in other industries. It should be noted that problems arise not only in the selection of IT personnel, but also in their assessment.

There are two difficulties in working with staff competencies in the field of information technology.

First, many HR managers do not have knowledge of IT, so they cannot adequately assess the competencies and technical skills of an IT specialist. Even going into details, it is difficult to understand this topic completely. And IT specialists have a strong negative reaction to the incompetence of HR managers.

In addition, IT specialists are "difficult" personnel. This is due to their demand in the labor market, the availability of a large number of offers, and the willingness of competitors to pay higher salaries and create better conditions for the development of their knowledge and skills. That's why IT professionals are zealous about their work. The assessment of IT specialists' competencies should be carried out by professionals in the field so as not to cause irritation and a desire to leave for another company.

There are many specializations in the field of information technology. The wide range of positions is driven by the demands of employers who are constantly in need of specialists with various technical skills (Hard Skills). Each specialization has more detailed requirements for technical knowledge. Each employer can expand this list depending on their needs. The competencies of an IT specialist are a complex systemic education that cannot be divided into parts. All competencies are subordinated and dynamically organized. Therefore, the structural construction of competency maps is based on the format-cluster version of the IT specialist competency model.

Formats in the competency model are the boundaries (frameworks) in which the requirements for a specialist (knowledge, skills, business and personal qualities) are considered. Cluster - a unit of selection of similar objects in a certain format (technological, managerial and corporate components in the "Knowledge" or "Skills" format). The formats in conjunction with the clusters provide the content of the specialist training program and the methods of its implementation. However, this model is cumbersome and inconvenient to use.

The community of IT directors has developed and proposed its own competency model specialized for this field.

For each position in the field of information technology, you can draw your own comb of competencies. This model reflects the close intertwining of various components of modern information technology. Any specialist can choose whether to learn related areas of activity (develop competencies "in breadth") or continue to improve their existing knowledge and skills (develop "in depth"). This means that the higher the specialist moves up the career ladder, the broader the outlook should be, i.e. the comb becomes wider and the number of teeth in it increases, but the individual teeth become smaller, which leads to more superficial knowledge.

In the Business Media Network model, competencies are categorized into different areas:

- Technical: includes knowledge of programming languages, operating systems, the ability to work with databases, and knowledge of equipment

types. The technical area summarizes the competencies typical for the professional group of IT specialists;

- Functional: the necessary requirements for the position, which are based on the functions and actions performed in the workplace;
- Organizational: knowledge of the standards used in the organization or that it is going to use;
- Personal: adaptability, stress resistance, attention to detail.

The Business Media Network IT Specialist Competency Model contains several sections in which competencies are grouped according to a certain feature:

Application of professional knowledge and technologies:

- Develops, writes software products and performs layout drawings within the framework of the assigned task;
- If necessary, personally assembles, installs software products, checks the performance of the layout (design), participates in tests, develops documentation, showing interest in the final result;
- When solving a problem, he/she uses previously accumulated knowledge, skills and experience;
- Corrects mistakes made during work, makes changes, planning time for revision;
- To create a layout, independently generates a specification and selects elements that enter data based on the results of work into the database;
- Studies and uses the necessary standards in work;
- Describes the functionality of the software product, documents the code, and produces design documentation.

Analysis:

- Finds the causes of problems by constructively working through the task;
- While performing the task, looks at it comprehensively, deeply comprehends the task, identifies the causes of problems, offers solutions to the problem, choosing the most rational solutions;

- Analyzes the work performed, compares it with the specified conditions and standards, and identifies inconsistencies (shortcomings);
- Finds out various options for solving the problem in order to choose the best option;
- Analyzes available information to form an understanding of the task.

Creativity and innovation:

- Suggests ways to improve and new ways of solving problems;
- Finds solutions to complex problems;
- Generates own ideas and new solutions to problems.

Learning and research:

- Studies previous experience, technologies, examples of solving problems and puts it into practice to achieve results;
- Independently studies additional professionally useful areas of knowledge, internal and external sources in order to obtain the most information;
- Structures and organizes the collected information;
- Transfers the accumulated knowledge to others, checks the assimilation of knowledge, if necessary.

Overcoming pressure and setbacks:

- In a situation of limited resources (time, etc.), performs tasks and achieves results;
- Adapts to changing tasks while continuing to work effectively;
- Accepts criticism of ideas constructively;
- Selects options for solving problems and puts them into practice without deviating from the decision;
- Always finds solutions to complex problems;
- Understands the importance and criticality of the task and is ready to take responsibility for the decisions made.

Making decisions and initiating actions:

- If necessary, in order to achieve results, takes responsibility for actions beyond his/her functional scope;

- Independently takes initiative to improve existing products and achieve results;
- When performing tasks, is result-oriented and does not require constant monitoring;
- Plans timelines, resources, volumes, and monitors work performance against plans;
- Correctly prioritizes the importance and criticality of tasks and is responsible for the decisions made;
- Adjusts actions with employees of his/her department and related departments during the execution of tasks;
- Sets tasks, plans the stages of their implementation in order to solve them, and monitors the deadlines.

Teamwork:

- Gives and requests feedback on the quality of work to colleagues as needed;
- If necessary, initiates discussions with colleagues, researching and discussing the problem, finding solutions and outlining ways out of the situation;
- If necessary, requests and clarifies expert opinion from colleagues on assigned tasks, shares own knowledge and best practices with colleagues, explaining how to complete the task, taking into account their work experience;
- Informs the manager about the progress of the work, if necessary, discusses the essence of the problem with the manager;
- Is able to negotiate and come to a common understanding when solving production tasks;
- When establishing a common language of communication, does not neglect the opinion of colleagues, does not put them in an uncomfortable position.

Presenting and providing information:

- Independently prepares documents that do not require revision to provide data to internal and external customers;
- Prepares for meetings, makes presentations, prepares reports, shows results of work and demonstrates the operation of equipment on time;
- Consistently and constructively justifies their decisions and the benefits of the proposed approach, demonstrating possible solutions;
- Answers questions constructively and gives comments.

Of course, the competency combs, like any image, any model, does not fully reflect the object, but only a set of qualities and capabilities necessary and sufficient for a successful employee. But in many ways, it allows you to cover the modern patterns that are necessary to take a flexible approach to recruiting staff, and for specialists to choose areas of development.

2.3. Analysis of the staffing structure of Business Media Network.

The HR management system at Business Media Network includes a set of techniques and technologies that allow us to work with the company's employees and consists of the following elements:

- Approaches and technologies to recruitment and evaluation of personnel;
- Methodology of adaptation of employees at the enterprise;
- Methods and mechanisms of personnel development (training and professional development);
- Technologies of motivation and rational organization of employees at the enterprise.

The recruitment of personnel at Business Media Network is carried out by a specialist of the HR department.

The activities of the HR specialist include organizing the recruitment of employees, assisting in the successful adaptation of a new employee at the workplace, ensuring timely transfers to a particular position, organizing training for employees,

evaluating personnel (certification), developing motivational programs, dismissing employees, resolving conflict situations within the Business Media Network team, etc. In the process of performing his/her functions, the specialist is guided by legal norms of a centralized or local nature.

The main documents regulating the HR management system at Business Media Network include the following:

- Orders of the head of Business Media Network;
- Personnel documents of the company on hiring, dismissals, transfers, etc.;
- Internal labor regulations at the company;
- Regulations on the protection of personal data of Business Media Network employees;
- Job descriptions of Business Media Network employees;
- Employment contracts;
- Personal cards of employees;
- Agreement on individual financial responsibility;
- Regulations on rewarding and depressing employees of Business Media Network;
- Time sheet of Business Media Network employees.

Recruitment at Business Media Network includes the following elements:

- Request for a vacancy from the head;
- Filling out a card or questionnaire with the necessary requirements for a new employee;
- Posting information about vacancies on the Internet;
- Collecting resumes from potential candidates, or searching for the necessary characteristics and qualities of the required specialist;
- Filling out a questionnaire by a candidate, conducting an interview and testing (if necessary) with a candidate for a vacancy;
- Showing the results of the interview to the head of the structural unit where the specialist is needed;

- The second interview is conducted with the head of the department. They talk and check the candidate for the level of development of the skills required for a particular job;
- The third interview is with the CEO of Business Media Network. At this level, the decision to hire the candidate is made based on the results of all previous tests;
- Employment.

Personnel movements occur if the hired specialist passes the probationary period, which traditionally lasts 3 months, and then is hired on a permanent basis. If a person fails to cope with his or her job duties during the probationary period, he or she is fired.

If the employee performs well, he or she may be promoted to a higher position. For these purposes, the HR department regularly, once a year, conducts staff appraisals. The purpose of this procedure is to assess the level of employee qualifications required for the position held, and it is possible that the employee's level will be much higher than the position requires. In this case, the employee may be transferred to a higher position.

After the certification, the HR specialist analyzes all the data obtained and provides the final results to the CEO of Business Media Network. It should be noted that in the final results, the HR specialist indicates employees who should be given special attention and gives recommendations in which direction they should be developed. The specialist also marks employees who, in his opinion, do not correspond to the position held.

The basis of the HR management system at Business Media Network is the company's staff, which is the most important and valuable resource of the company. The peculiarity of the company's HR management system is the ability to combine experience and professionalism, energy and talent.

The system is aimed at organizing the effective work of all personnel, since the fulfillment of tasks and achievement of strategic goals of the company's development depends on the activities of each employee.

The goal of Business Media Network's HR policy is a reasonable combination of renewal and retention processes, maintaining the optimal number and quality of staff in their professional and social development, capable of solving the company's tasks at a high level.

Business Media Network uses a salary and bonus system for office employees. Employee salaries consist of the following parts:

- Salary, which is a fixed amount of remuneration for a month of performance of official duties of the established complexity. The amount of the salary is set by the management of Business Media Network. The grounds for differentiating the amount of an employee's salary are: qualifications and length of service; complexity of the work performed; quality, quantity of labor expended;
- A bonus in the amount determined by the Head of Business Media Network, if the employee fulfills the conditions of the bonus.

Employees may be paid compensation in case of business trips; combining work and study; termination of work without fault of the employee, etc.

Business Media Network also provides for an annual bonus for the stability of the plan throughout the year.

At the same time, Business Media Network holds its staff accountable for violations of labor discipline, which may result in a warning, reprimand, depression, or dismissal.

2.4. Analysis of personnel management methods in Business Media Network.

Analysis and evaluation of the effectiveness of the system of staff motivation measures is a study of the impact of staff motivation measures on the performance of each employee individually, the work team in particular, and society as a whole.

The company values every employee, as the result of each of them is part of the overall result of the organization. It is the qualities of employees such as professionalism and the desire for self-realization, perseverance and determination in achieving goals and innovative approaches to solving problems that allow the company

to remain successful and profitable for many years [18, p. 40]. Business Media Network creates all the conditions to enable employees to discover and realize their potential, achieve high professional results and fulfill their personal goals.

Transparency of relations between Business Media Network and its employees is one of the main principles of the company's HR policy:

- Labor relations are built in accordance with the labor legislation of Ukraine;
- Employees are provided with clear and understandable information regarding their rights and obligations in the field of employment and labor relations; the principle of transparency in matters of remuneration, compensation and benefits, etc. is observed;
- All conditions are created to ensure that employees feel protected and work for their own development and the development of the company;
- Each employee is given the right and opportunity to protect and defend their labor and professional interests.

The personnel motivation system is the main factor in improving the efficiency of the organization's personnel. Employee motivation is aimed at creating comfortable conditions for effective work in the organization, introducing advanced forms and methods of management, providing employees with information about everything that happens in the company in order to increase their contribution to the results of activities and increase labor productivity.

The main objectives of Business Media Network's motivation program:

- To develop in each employee an understanding of the essence and significance of the concept of motivation in the work process;
- Training staff and management in the psychological aspects of finding and communicating within the company;
- Development of rational approaches to personnel management using modern methods and means of motivation for each manager.

To solve these problems, it is necessary to analyze:

- The process of motivation in organizations;
- Individual and group motivation;

- Changes in the motivation of human activity in the transition to market relations.

The function of motivation is to encourage people to perform the necessary tasks and achieve the set goals. It is well known that personal motives are the basis of staff behavior, so the main task of management is to activate the internal motivation of employees to work hard. Among them, the main ones are: personal interest in work, the need for active work, personal satisfaction with the results of work, and a positive atmosphere in the workforce

The concept of financial and non-financial incentives for employees is an important element of the organization's strategy and part of the overall remuneration system. These types of incentives ensure individual performance evaluation and reward for employees of all departments. Financial and non-financial incentive systems are aimed at maximizing the use of factors for effective planning and organization of production activities, improving the structure of departments, taking into account individual characteristics of employees, planning their careers, and finding personal approaches to staff motivation.

These systems allow for a more thorough approach to remuneration of each specialist, taking into account not only their position and the nature of their work, but also specific achievements, team behavior, initiative, discipline, desire for professional development, etc.

Business Media Network employees have a social package, and the company provides basic professional development. Another example of motivation is social benefits:

- Free medical examinations;
- Free recreation during vacations;
- Opportunities for recreation and sports.

The most effective way of motivating the work of Business Media Network employees is through financial incentives, including salaries, bonuses, and life insurance.

Non-financial incentives, which are also very important, include career growth, the opportunity for self-realization, corporate culture, and a sense of involvement in the organization's performance. The following methods are used as non-financial incentives: general recognition, development, creation of comfortable working conditions, and corporate events.

One of the company's priorities is to preserve existing knowledge and acquire new knowledge. The main carrier of knowledge of any company is its employees, and depending on how thorough and up-to-date their knowledge is, the company is stronger.

The Business Media Network's personnel development policy includes a training and mentoring system.

The purpose of the staff training system is to:

- Targeted, consistent, organized improvement and maintenance of the high educational and qualification level of the staff as a necessary factor of competitiveness;
- Formation of corporate culture;
- Application of uniform rules, standards and tools for staff training.

The purpose of motivating the staff to study at Business Media Network is to create a system of internal incentives invested in improving the professional level of employees. The way to implement measures to motivate staff to learn is to provide the company with opportunities for category upgrades, professional development, promotions, and bonuses depending on the category of the employee (the higher the category, the higher the bonus). The training and development system is funded by the company's expenses. The organization also transfers knowledge from more experienced employees to younger specialists directly during work, through mentoring programs that operate in the company.

One of the measures of positive motivation is that Business Media Network adheres to the principle of mutual confidentiality and non-disclosure of information obtained in the course of cooperation. Information about the private life of employees

and their professional activities is not subject to disclosure. It is used exclusively for work-related purposes.

The company saves time and resources by improving work efficiency and optimizing all processes. At the same time, one of the key indicators in the company is compliance with health and safety standards in the performance of employees' professional duties.

The personnel evaluation policy is based on common principles for assessing the performance and development, professional and personal qualities of employees. The evaluation is based on uniform and transparent approaches and principles. The main principle of the evaluation is objectivity. The evaluation necessarily involves the participants receiving feedback on the results of the procedure. The results of the assessment are confidential information and can only be used for making management decisions within the company.

Business Media Network does not tolerate any form of discrimination in any aspect of labor relations, such as recruitment and hiring, remuneration, access to training, work distribution, promotion, dismissal, retirement, and disciplinary action. Any decisions made in relation to personnel based on personal characteristics that are not related to the performance of their inherent professional duties are prohibited. The company's recruitment policy is aimed at attracting the best specialists in the labor market. When conducting external recruitment, the main criteria are professional experience and achievements, suitability for the position, and the level of loyalty to the company.

Staff recruitment is based on planning the required number of employees in accordance with the company's development plans. In general, Business Media Network's labor motivation system is quite effective and efficient, the company is a very strong competitor among others and has a team of professionals. However, no organization can be perfect, and even those that are successful must constantly improve. One of the areas of improvement is personnel, because without it, functioning is impossible.

It is necessary to constantly improve labor efficiency, monitor staff incentives and maintain their proper level to remain leaders and ensure effective operations.

The effectiveness of the Business Media Network's employee motivation system can be improved by increasing both tangible and intangible forms of staff remuneration, including salaries, various profit-sharing systems, collective bonus systems, moral incentives, incentives for employees to work freely, and social benefits. As for the specific shortcomings of this motivation system, they can be addressed through changes in the internal environment of the company, directly with regard to personnel and incentives for individual employees, taking into account their individual characteristics. It is necessary to identify the needs and motives of each participant in the labor process. Therefore, it is advisable to use existing methods of sociology, namely the survey method (questionnaires and interviews), observation, open group discussions, narrative interviews and document analysis. The most effective is the use of questionnaires for the initial analysis of any organization and narrative interviews for a deeper analysis.

However, despite the importance of an individual approach, staff motivation should not be limited to meeting the needs of specific participants. Only a combination of individual and collective approaches to motivation can bring the greatest benefit to the organization.

The following basic requirements should also be taken into account when developing an incentive system: awareness of the current incentive system, clarity of the incentive system, flexibility, variety of incentives, guarantee of remuneration, timeliness of payment and fairness of remuneration, efficiency of application, frequency of use, and equality of opportunity.

The company's incentive system should clearly define its goals, establish types of incentives in accordance with the results achieved, determine the evaluation system, period and terms of remuneration payments. Any type of incentive should be targeted and open. The incentive system should comply with the principle that remuneration should correspond to work.

The incentive system should be aimed at studying the needs of constantly changing interests and value orientations of employees, their motives for work, motivational potential and the degree of use in the labor process, identifying changes in the structure of motives and forecasting their development and impact on performance.

CHAPTER 3. Consideration of ways to develop and improve methods of personnel management at the enterprise.

3.1. Ways to improve the personnel management system at the enterprise.

The absence of changes in the field of human resources management at Business Media Network will lead to further deterioration of the company's labor potential and competitiveness. This can be prevented by implementing a set of interrelated measures at the enterprise, as presented in Table 3.1. It should be remembered that the maximum effect is achieved only if an integrated approach is used, which ensures the emergence of a synergistic effect.

Table 3.1

A set of measures to improve the efficiency of the Business Media Network's labor potential management system

Content of the event	Planned changes as a result of the measure implementation
Improvement of the system for planning the future staffing needs, taking into account the development of the enterprise	Timely provision of the enterprise with employees of appropriate qualifications and specialization
Development of personnel training and development programs, intensification of training, retraining and professional development of specialists	Accumulation and transfer of professional experience
Improving the system of remuneration and incentives, including: <ul style="list-style-type: none"> ▪ Increase in salaries for employees of the most scarce specialties; ▪ Improvement of the bonus system. 	Reduction of the time required to carry out work by increasing the coordination of personnel working on various projects Increase in labor productivity Increasing staff motivation for highly productive work Reduction of staff turnover Increase in the level of staffing of the

	company's divisions, which should result in a reduction in the number of overtime hours, which in turn will have a positive impact on employee health and labor costs
Developing measures to attract and retain young professionals	Preserving the continuity of generations
Improvement of the standardization system	Reducing the gap ratio; Increased staff motivation; Reduction of non-production costs.

Implementation of the proposed methodology for improving the efficiency of labor potential makes it possible not only to analyze and control the management process, but also to timely identify bottlenecks and develop measures to eliminate them, allows to predict changes in the indicators of labor potential of the enterprise staff and to assess the impact of these changes on the level of competitiveness of the enterprise.

The organizational mechanism for implementing this methodology is proposed to be implemented as a regular monitoring of labor potential, which is most consistent with the principles of complexity and continuity of control, and is also determined by such properties of the human resource management system as openness and dynamism. According to the recommendations, an important area of labor potential development is the qualitative development of the organization's labor potential, namely the development of employees' competencies through both targeted corporate and individual programs.

The competence of Business Media Network is presented as a unity of interrelated knowledge, skills and abilities of the staff required to perform work. And:

- A set of knowledge implies the possession of information necessary to perform work and determines the intellectual potential of a person;
- Skills are manifested in a wide range: from physical strength and dexterity to specialized training (skills are the possession of means and methods of performing certain tasks);
- Ways of communication - a fundamentally new factor, a behavioral characteristic necessary for an employee to successfully perform job functions, reflecting the required standards of behavior.

The competency model is the axis around which the Business Media Network's HR management system can and should be built. Modern competency models set a coordinate system that allows us to identify not only, and not so much, the most professionally competent employees, but also employees who can be most effective within the specific organizational culture of Business Media Network.

When developing models, Business Media Network focuses on selecting the most important competencies, which are usually grouped into clusters or functional blocks. This approach is especially convenient for training purposes, because competencies are not only a way to analyze and describe a specialist's profile, but also the direct purpose and content of the learning process.

The Business Media Network competency model is a list of competencies with specific indicators of their manifestation in professional activities. The model includes the competencies that are most important for the company at this stage of its development. The Business Media Network competency model is convenient because it allows you to determine how well a person meets his or her position and what exactly in his or her competence requires development, as the qualification requirements for employees and the degree of their responsibility increase.

The development of the Business Media Network competency model is carried out in the following order:

- Compiling a list of competencies;
- Development of the levels of the competency model.

When developing the model, the main tasks performed by an employee in a given position and the competencies that enable the employee to cope with these tasks most successfully are identified. Then the definitions of each competency are deciphered. Competencies are ranked according to their importance. The "weight" of a competency, subsequently (when conducting an appraisal), determines the "significance" of assessing the level of development of this competency. Each level of competence development corresponds to tasks of a certain class of complexity and the amount of knowledge required for their successful completion.

Table 3.2 shows an example of a model of competencies for management personnel as a key employee of the enterprise (position profile) by levels.

Table 3.2

Profile of Business Media Network's management personnel

CLUSTER	COMPETENCE	LEVELS OF COMPETENCE				
		E	D	C	B	A
GENERAL CULTURAL, 10%	Ability to build a logically correct, reasoned and clear speech	■	■	■	■	□
	Ability to take an active civic position	■	■	■	□	□
	Willingness to cooperate with colleagues, work in a team	■	■	■	□	□
	Ability to find organizational and managerial solutions and willingness to take responsibility for them	■	■	■	□	□
	Ability to use regulatory and legal documents in their activities	■	■	■	□	□
	Personal and professional self-development	■	■	■	□	□
	Ability to critically evaluate personal advantages and disadvantages	■	■	■	□	□
PROFESSIONAL, 60%	Knowledge of the main stages of evolution of managerial thought	■	■	■	□	□
	Ability to design organizational structure, perform distribution of powers and responsibilities on the basis of delegation	■	■	■	□	□
	Ability to use the main theories of motivation, leadership and power to solve the managerial problems	■	■	■	□	□
	Ability to analyze relationships between functional strategies of the company in order to prepare balanced managerial decisions	■	■	■	□	□
	Ability to use basic financial management methods for valuation of assets, working capital management, making financing decisions	■	■	■	□	□
	Capability to evaluate the impact of investment and financing decisions on the company value growth	■	■	■	□	□
	Willingness to take part in development of company strategy, using strategic management tools	■	■	■	■	□
	Mastering of modern technologies of personnel management	■	■	■	■	□
	Knowledge of modern quality and competitiveness management system	■	■	■	□	□
	Willingness to participate in the implementation of technological innovations	■	■	■	□	□

ENTREPRENEURIAL ACTIVITY, 20%	Ability to develop business plans, creation and development of new directions of activity, products	■	■	■	■	■
	Ability to conduct assessment of the organization management system and possible risks with the use of modern methods and technologies	■	■	■	■	■
	Ability to develop and implement the program of organizational changes with adaptation of company personnel	■	■	■	■	■
	To master the methods of economic analysis of organization activity	■	■	■	■	■
	Master the methods of competitiveness evaluation and take well-grounded decisions on its increase	■	■	■	■	■
	Ability to design and organize production and technological processes of the organization	■	■	■	■	■
INFORMATION AND ANALYTICAL ACTIVITIES 10%	Ability to economic way of thinking, ability to assess the impact of macroeconomic environment on the functioning of organizations and public administration, understanding of the main motives and mechanisms of decision-making by public authorities	■	■	■	■	■
	Ability to use quantitative and qualitative methods of analysis in making management decisions	■	■	■	■	■
	Ability to model business processes and familiarity with methods of business processes reengineering	■	■	■	■	■
	Ability to use information got as the result of marketing researches in the practical activity of organizations	■	■	■	■	■
	Skill in auditing human resources and organizational culture diagnostics	■	■	■	■	■
	Skills in financial accounting and awareness of the impact of different methods and techniques of financial accounting on financial results	■	■	■	■	■

Based on the analysis of the Business Media Network's human resources management mechanism, the following shortcomings in its development were identified: low staff motivation, lack of a training and certification program for staff.

This measure is based on career and professional advancement. The purpose of this measure is to increase the efficiency of staff use in accordance with the organization's goals.

It is necessary to increase the competitiveness of the management organization. To accomplish this task, the following measures should be taken:

- Upgrade the qualifications of administrative and managerial personnel at additional education courses. Increase the educational level of management

personnel and the effectiveness of their activities, which will have a positive impact on the organization's performance;

- Conducting appraisals of management level employees. It will allow to identify negative and weaknesses in the activities of management personnel and take timely measures to eliminate them;
- Staff appraisal is necessary to identify weaknesses in the work of the staff and to eliminate them in a timely manner, which will improve the quality of customer service.

3.2. Development of a project to improve the personnel management system at the enterprise.

To achieve the goal and solve the set tasks, it is necessary to determine the executors and terms of implementation of the organization's development strategy. The executors of this strategy will be:

- Director of the Business Media Network, who will monitor the progress of the activities;
- Chief Accountant, who will look for free funds to finance the program;

The implementation of this strategy is expected to take place within 3 months (12 weeks).

This is due to the fact that any organization, regardless of its size and scope, is not only a technical and economic system, but also a social system, and the difficulties in implementing new approaches and a new development strategy are largely related to the already established organizational culture.

A visual representation of the Business Media Network development strategy implementation program is shown in Table 3.2.

Program-targeted approach to the implementation of the Business Media Network's HR development strategy

Implementers: Director General, Chief Accountant, Personnel Department Resources: material, financial, labor, information Lead time: 3 months		
Increase the efficiency of management personnel	Increase the effectiveness of personnel potential assessment	Increase the level of staff motivation
Develop a project for training and professional development of management personnel	Develop and implement a system of personnel evaluation (attestation)	Develop a new system of employee compensation
Develop project documentation	Improve the staff motivation system based on the results of the appraisals	Conduct competitive activities to increase the level of staff motivation
Carry out staff development trainings	Implement training and qualification improvement programs for management and core personnel	To introduce a system of non-financial motivation of personnel
Choose an educational institution		Optimize the wage fund of the researched organization
Determine the sources of financing for the training and skill improvement project		
To work out a system of efficiency evaluation and motivation of the personnel according to the evaluation results		

Taking into account the above, we can propose to develop two measures to implement the program for improving the labor potential of the staff, which complement each other.

Given that Business Media Network is planning to expand its scope of activities, we will develop a program for staff development and certification.

Let's take a closer look at the main content of this measure, which is presented in Table 3.3.

Table 3.3.

Concept of the proposed program for improving the labor potential of Business
Media Network staff

Elements of the concept	Project content	
	Personnel certification	Advanced training of management personnel
Relevance	Timely identification of bottlenecks in the qualifications and professional suitability of staff	Of great importance for the effective operation of the enterprise are new methods of management, fast and high-quality work
Purpose	Improvement of personnel management technology, improvement of personnel performance	Effective performance of the functions by qualified specialists
Objectives	Selecting a professional team, creating a high culture of the organization	Reduction of difficulties in the performance of these functions
Implementation mechanism	<ul style="list-style-type: none"> ▪ Involvement of specialists in personnel work ▪ Drawing up attestation sheets, questionnaires, interviews, annual attestation 	Analysis of the education market (the choice of educational institution) sending employees for training, project financing
Stages	<ul style="list-style-type: none"> ▪ Project Cost Analysis ▪ Searching for a human resources specialist ▪ Allocation of part of the funds to pay for the services of a specialist ▪ Development of performance appraisal sheets ▪ Supervision of appraisal process ▪ Acceptance and research of appraisal results ▪ Paying the specialist for the work done 	<ul style="list-style-type: none"> ▪ Project cost analysis ▪ Choice of institution ▪ Project financing ▪ Project documentation development ▪ Control over project implementation ▪ Acceptance of the completed work ▪ Payment in full for the rendered services of the enterprise personnel advanced training
Expected results	Identifying abilities and qualifications contributes to the image of a highly cultured and highly educated team	Effective passing courses, learning something new, which will improve the performance of the enterprise
Project participants	<ul style="list-style-type: none"> ▪ Director ▪ Chief Accountant ▪ Human Resources Department 	<ul style="list-style-type: none"> ▪ Director ▪ Chief Accountant ▪ Human Resources Department

These measures will increase the interest of employees in their work, create a spirit of healthy competition in the team aimed at improving their own level of qualification; bring team members closer together, and improve the psychological background in the organization.

Table 3.4.

Schedule of the Business Media Network project implementation

Program milestones	Time period (weeks)											
	1	2	3	4	5	6	7	8	9	10	11	12
Development of measures in the direction of personnel policy "Recruiting"	■	■										
Development of measures for "Personnel development management" HR policy line			■	■								
Development of HR policy line "Organizational structure and labor organization"					■	■						
Development of measures for "Administration" HR policy area							■	■				
Development of HR policies "Motivation and encouragement of personnel".									■	■	■	■
Approval and implementation of the adaptation program for new employees	■	■	■	■	■	■	■	■	■			
Creation of the electronic catalog of induction cards			■	■								

The chosen strategy will be implemented within 3 months. Thus, the correct and accurate implementation of all measures within the established timeframe will allow the company to achieve its objectives, which, in turn, will have a positive impact on the organization's future activities.

The implementation of the updates will entail a number of changes for both the company and its employees.

A simple method for describing changes was proposed by psychologist Kurt Lewin, according to which he identified:

Driving forces are the forces that cause change. The driving forces that cause an event include the reasons for the change. The reasons that caused the need for change include:

- Increasing the competitiveness of the organization;
- Expanding the scope of activities;
- Improving financial performance;
- Improving the welfare of the company's employees.

In contrast, there are deterrents, reasons that prevent the event from taking place.

Deterrents include:

- Attraction of additional financial resources;
- The complexity of introducing a new type of activity and restructuring the company's operations and organizational structure;
- The need to revise the HR policy and recruit qualified employees.

To implement change more successfully, it is not enough to know all the driving and restraining forces, the causes of resistance and how to overcome it. It is important to know and define strategies for change, as well as approaches for solutions. In this case, the best option would be the "explicit - implicit" approach. It is necessary for a clear and rapid change.

3.3. Economic substantiation of project activities.

Different types of resources are used in project implementation. The composition and cost of the required resources can be summarized in Table 3.5.

Table 3.5

Resource support for the proposed project to improve the HR management system of Business Media Network by upgrading the qualifications of management personnel

Types of resources	Advanced training of management personnel	
	Resources required	The cost of the resource, UAH
Material	Development of project documentation	25000
	Search and conclusion of contracts with training centers	35000
Informational	Purchasing of training materials	25000
Human	Paying for the training seminars (annual fee)	139000
Time (project duration)	Implementation will take 3 months	
Total		224000

Resource support for the staff appraisal project is shown in Table 3.6

Table 3.6.

Resource support for the proposed project to improve the personnel management system of Business Media Network through personnel certification

Types of resources	Personnel certification	
	Resources required	The cost of the resource, UAH
Material	Allocation of equipment (computer and project equipment) for the certification of personnel	75000
	Elaboration of the management staff appraisal system	15000
	Elaboration of appraisal sheets	25000
Informational	Preparation of the staff for appraisal	10000
Human	Hiring of personnel: staff (salary fund for the year)	96000
Time (project duration)	Implementation will take 3 months	
Total		221000

Data on the personnel involved in the implementation of projects and their main functions are presented in Table 3.7.

Table 3.7

Composition of the project team of Business Media Network staff

Projects for attestation of personnel and professional development of management personnel	
Position	Functions
Chief Executive Officer	Supervises the implementation of assigned measures. Monitors the development and implementation of the system of professional development of management personnel, as well as the certification of management personnel
Chief Accountant	Seeks available funds for the project implementation, makes cost estimates
Human Resources Department	Oversees the development and implementation of the personnel training and certification system

The projects are to be financed by using the company's own funds without attracting short-term borrowed funds.

Expenses for enterprise activities during project implementation Table 3.8.

Table 3.8.

Expenses for enterprise activities during project implementation, UAH

Expenditure item	Value
Development of measures in the direction of personnel policy "Recruiting"	10000
Development of measures for "Personnel development management" HR policy line	10000
Development of HR policy line "Organizational structure and labor organization"	10000
Development of measures for "Administration" HR policy area	10000
Development of HR policies "Motivation and encouragement of personnel".	10000
Approval and implementation of the adaptation program for new employees	5000
Creation of the electronic catalog of induction cards	5000
Total	60000

Financial support is the main component for the project implementation. This project does not require a large one-time investment of capital, but is rather long-term in nature. The costs of implementing this project can be covered gradually with the help of revenue.

The significance of possible risks arising in the course of project implementation is assessed with the assistance of experts.

The main risk associated with program implementation is financial, which involves wasting money.

In the process of managing risks, after ranking and determining their significance for the enterprise, a set of measures aimed at neutralizing their impact is developed, as shown in Table 3.9.

Measures to eliminate risks associated with the implementation of the proposed measures

Type of risk	Ways to protect against risks
Financial risk	Tight control at all stages of the event and its organization
Social risk	Involvement of a staff evaluator from the Department of Management. Tracking the psychological climate, conversations with the staff
Commercial risk	Tight control at all stages of the event

Thus, it can be concluded that the implementation of the proposed program is expedient and necessary, as it increases both the efficiency of improving the labor potential of Business Media Network staff and the HR management system as a whole, and even contributes to the achievement of the goal.

In Table 3.10 we calculate the performance indicators of the management system during project implementation.

Table 3.10.

Calculation of performance indicators of the personnel management system in the implementation of the proposed projects

The system of directions of efficiency evaluation	The main criteria for assessing effectiveness	Score in points	
		Before project	After project
Achieving the goal	Degree of goal achievement.	0,4	0,8
	Market share expansion	0,7	0,7
	Preserving the organization as a whole	0,5	0,8
	Getting out of the crisis and making a profit	0,5	0,8
Quality operation	Correlation of centralization and decentralization	0,8	0,8
	Growth of flexibility of the organizational form	0,8	0,8
	Goal tree and hierarchy levels alignment	0,6	0,7
	Efficiency of current information processed, including its comprehensiveness	0,5	0,7
	Speed and accuracy of information extraction by special requests	0,4	0,6
	Reliability and security of information.	0,7	0,7
	Timeliness of information.	0,6	0,7
	Availability of required information.	0,4	0,8
	Cost-effectiveness of scale of collecting, processing, transmitting information	0,4	0,7
Economy	Specific weight of management expenses in total costs.	0,5	0,6
	Expenses for training of managers.	0,5	0,8
	Costs for management consulting.	0,3	0,6
	Efficiency of managerial decisions.	0,4	0,7
	Accuracy of managerial decisions	0,5	0,6
	Reliability of decisions.	0,5	0,7
	Speed of preparation of management decisions.	0,5	0,6
Flexibility and consistency of decisions	0,5	0,5	
Change in the quality of the workforce	Flexibility in the promotion system.	0,3	0,7
	The authority of employees and their responsibilities.	0,4	0,6
	Degree of satisfaction with the work performed.	0,7	0,7
External and internal socio-economic conditions	Availability of reasonable goals.	0,6	0,6
	Ability of STEP to factor analysis.	0,6	0,7
	Degree of integration support.	0,6	0,6
The sum of the norm is 27 points		18,6	22,6

An increase in points to 22.6 was found during the implementation of the event program, which indicates the need to introduce staff certification and advanced training as an improvement of the Business Media Network's personnel management system.

Thus, it can be concluded that the introduction of such a program is appropriate and necessary, as it increases not only the efficiency of improving the labor potential of Business Media Network staff, but also the HR management system as a whole, and contributes to the achievement of the set goals.

CONCLUSIONS

Personnel in an organization (staff) is a composition of labor resources, determined by quantity and quality, necessary for organizing work to achieve the set goals.

Dualism - the duality of personnel - is that it can be considered as a subject and an object of management.

Human resources management is a purposeful activity of the organization's management, managers and specialists of the HR management system, including the development of the concept and strategy of personnel policy, principles and methods of personnel management of the organization. HR management consists in the formation of a personnel management system; planning of personnel work, development of an operational plan for work with personnel; conducting personnel marketing; determination of personnel potential and the organization's need for personnel. Human resources management of an organization covers a wide range of functions from hiring to dismissal of personnel: recruitment, selection and admission of personnel, business assessment of personnel during admission, certification, selection; career guidance and labor adaptation; motivation of personnel's work and its use; organization of work and compliance with the ethics of business relations; conflict and stress management; ensuring personnel safety; management of innovations in personnel work; training, advanced training and retraining of personnel; management of business career and career development.

HR management of an organization provides for information, technical, regulatory, methodological, legal and documentary support of the HR management system. Managers and employees of the organization's HR management system units address the issues of evaluating the performance of managers and management specialists, assessing the activities of the organization's HR management system units, evaluating the economic and social efficiency of improving HR management, and auditing personnel.

After analyzing the assessment of the personnel composition and potential of the enterprise, positive aspects were identified, such as: a high level of top and middle management, an appropriate structure of personnel at this enterprise.

The weaknesses are understaffing, dissatisfaction with the official status, lack of technological process support, and a complex socio-demographic structure of the human resources potential.

The absence of changes in the field of human resources management at Business Media Network will lead to further deterioration of the company's labor potential and competitiveness. This can be prevented if the company takes a set of interrelated measures. At the same time, it should be remembered that the maximum effect is achieved only if an integrated approach is used, which ensures the emergence of a synergistic effect.

Based on the analysis of the Business Media Network's HR management mechanism, the following shortcomings in its development were identified: low level of staff motivation, lack of a training and certification program for staff.

The second measure is based on career and professional advancement. The purpose of this measure is to increase the efficiency of staff use in accordance with the organization's goals.

It is necessary to improve the level of organization of management activities. To accomplish this task, the following measures should be taken:

- Upgrade the qualifications of administrative and managerial personnel at additional education courses. Improve the educational level of management personnel and the efficiency of their activities, which will have a positive impact on the organization's performance;
- Conducting appraisals of management level employees. It will allow to identify negative and weaknesses in the activities of management personnel and take timely measures to eliminate them;
- Staff performance appraisal is necessary to identify weaknesses in the work of the staff and to eliminate them in a timely manner, which will improve the quality of customer service.

An increase in scores to 22.6 was found during the implementation of the event program, which indicates the need to introduce staff certification and training as an improvement of the Business Media Network's HR management system.

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