

**ПЛАТФОРМА 4. ЗБІЛЬШЕННЯ СТУПЕНЯ  
ВІДКРИТОСТІ, ПРОЗОРОСТІ, ДИНАМІЧНОСТІ  
ЗНАНЬ В УМОВАХ РОЗВИТКУ КЛАСТЕРНОГО  
ПІДПРИЄМНИЦТВА**

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**THEORETICAL ASPECTS OF HR-MANAGEMENT IN ENTERPRISES:  
METHODS AND MANAGEMENT STYLES**

**Abstract.** The article discusses the theoretical aspects of HR-Management, namely: a set of principles, methods, tools and styles of targeted impact on staff that maximize the use of his intellectual and physical abilities when performing labor functions to achieve the goals of the organization. It has been established that the development of personnel is ensured by measures related to the assessment of personnel with a view to their production adaptation, attestation and certification of personnel, planning a career for employees and specialists, and stimulating staff development. It was determined that personnel management provides a single and integrated impact on the organization's personnel through the use of management methods and styles, without which it is impossible to effectively manage the entire organization.

**Keywords:** personnel; management; HR-Management; organization; enterprise; career; workers; motivation; HR-Management methods; HR-Management styles; competitiveness.

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**ТЕОРЕТИЧНІ АСПЕКТИ HR-MANAGEMENT НА ПІДПРИЄМСТВАХ:  
МЕТОДИ ТА СТИЛІ УПРАВЛІННЯ**

**Анотація.** У статті розглядаються теоретичні аспекти HR-Management, а саме: сукупність принципів, методів, засобів і стилів цілеспрямованого впливу на персонал, що забезпечують максимальне використання його інтелектуальних і фізичних здібностей при виконанні трудових функцій для досягнення цілей організації. Встановлено, що розвиток персоналу забезпечується заходами, пов'язаними з оцінюванням кадрів з метою їх виробничої адаптації, атестації та сертифікації персоналу, плануванням трудової кар'єри робітників і фахівців, стимулюванням розвитку персоналу тощо. Визначено, що управління персоналом забезпечує єдиний і комплексний вплив на персонал організації через використання методів та стилів управління, без яких неможливо здійснювати ефективне керівництво всією організацією.

**Ключові слова:** персонал; управління; HR-Management; організація; підприємство; кар'єра; робітники; мотивація; методи HR-Management; стилі HR-Management; конкурентоспроможність.

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**Аннотация.** В статье рассматриваются теоретические аспекты HR-Management, а именно: совокупность принципов, методов, средств и стилей целенаправленного воздействия на персонал, которые обеспечивают максимальное использование его интеллектуальных и физических способностей при выполнении трудовых функций для достижения целей организации. Установлено, что развитие персонала обеспечивается мерами, связанными с оценкой кадров с целью их производственной адаптации, аттестации и сертификации персонала, планированием трудовой карьеры работников и специалистов, стимулированием развития персонала. Определено, что управление

персоналом забезпечує єдине і комплексне вплив на персонал організації через використання методів і стилів управління, без яких неможливо здійснювати ефективне керівництво всієї організацією.

**Ключевые слова:** персонал; управління; HR-Management; організація; підприємство; кар'єра; робітники; мотивація; методи HR-Management; стилі HR-Management; конкурентоспроможність.

**Introduction.** The effective functioning of the organization is determined primarily by the degree of development of its staff. Personnel development is a systematically organized process of quantitative, qualitative and structural changes in the competence of workers by means of continuous vocational training and education to prepare them for new production functions, professionally-qualified promotion, formation of a reserve of managers and improvement of the social structure of personnel. Personnel development is ensured by measures related to personnel assessment with a view to their production adaptation, staff attestation and certification, planning a career for employees and specialists, stimulating personnel development, etc. [3]. Personnel development is of great importance, because the more knowledge, skills and qualifications the personnel possess, the more developed the enterprise will be and capable of competition in the modern market. That is why personnel management or HR-Management plays a particularly important role in the activities of the organization and its competitiveness.

**The relevance of research.** HR-Management is a complex, multi-faceted process, consisting of logically interconnected functions, organizational, economic and social measures, methods and management styles. Its main goal is the quantitative and qualitative provision of the enterprise with competent and highly professional personnel, their development and effective use to achieve individual and organizational goals. Personnel management has a functional, institutional and instrumental content. Particular attention is paid to the functional content, which reveals the existence of a relationship between actions and functions that contribute to the achievement of the organization's goals [1; 2]. Ensuring the effectiveness of the personnel management process requires the HR-Management concept, which is relevant to current and future challenges, which is specified in the personnel policy and implemented through personnel work based on management methods, principles, and styles [3].

**Analysis of recent research and publications.** Many scientific works have been devoted to the issues of development, management and improvement of personnel and HR management, among which there are such scientific economists: M.P. Butko, S.M. Zadorozhna, N.V. Ivanova, M.D. Vynohradskyi, A.M. Vynohradska, O.A. Hrishnova, Ye.R. Zhorova, O.V. Hryvnyak, O.I. Bala, O.M. Shkanova, L.Y. Doskova, O.L. Yeskov, A.M. Kolot, K.B. Kozak, I.M. Kravets, O.M. Kuznetsova, L.V. Balabanova, O.V. Sardak, V.A. Landsman, E.A. Lykholobov, L.A. Lutai, V.O. Shpandaruk, V.A. Savchenko, M.O. Toniuk, O.V. Chornobyl, etc.

**The aim of research** is a theoretical definition of the essence of personnel management or HR-Management, its still and management methods in enterprises in modern market conditions.

**Results of the investigation.** Human resources management (HR-Management) provides a single and integrated impact on the organization's personnel through the use of management methods and styles and thereby: integrates into the organization's overall management system, linking it with strategic settings and corporate culture; includes an extensive system of ongoing and programmatic measures for the regulation of employment, job planning, organization of staff selection and selection; involves careful consideration of

the qualities and professional characteristics of workers, as well as an assessment of their performance; centralizes personnel management in the hands of one of the leaders of the organization, and also contributes to the implementation of measures to improve the staffing mechanism [4–6].

Management methods – these are ways to implement managerial influences on staff to achieve the goals of the enterprise. Based on the classification by the method of exposure to the employee, administrative, economic and socio-psychological management methods are distinguished [7–8]. Administrative methods of personnel management include organizational and administrative influences, a system of material, disciplinary, administrative responsibility and penalties. Organizational influences include the company's charter, staffing, regulations on divisions, job descriptions, labor regulations, organization of the workplace, organizational structure and collective agreement. That is, they are based on the preparation and approval of regulatory documents, on internal standards governing the activities of a particular enterprise and personnel, and require the mandatory observance of instructions. Due to such administrative actions as: orders, written and oral instructions, instructions, instructions, instructions, target planning, labor regulation, work coordination and control of their implementation, the activities of the enterprise are supported in the set parameters, which allows, subject to their observance, to achieve the goals [9–12].

Liability and penalties are manifested in collective liability, voluntary or compulsory compensation for losses incurred by the enterprise, deductions from wages. Disciplinary responsibility consists in remarks, reprimand, strict reprimand, demotion and dismissal. At the same time, administrative responsibility includes such instruments of influence as: warning, fines, correctional labor, etc. [13–14]. Administrative management methods are aimed at ensuring discipline and incentive to work. They are inherent in the direct nature of the action, which provides for the mandatory implementation of administrative acts. Each leader, depending on the position, has his own system of influences and procedures for their application. Administrative methods of personnel management have positive and negative effects, depending on the level of regulation of management, the choice of effective types of management and the balance between administrative methods of punishment and encouragement [15]. Economic methods of personnel management exercise their influence on the basis of economic laws and categories. Economic methods are quite an effective tool and depend on the type of economic activity of the enterprise, the system of remuneration and material incentives for workers, the situation on the labor market in terms of the availability of workers of appropriate quality and required quantity [16, 17].

In practice, the most frequently used economic methods of personnel management are the participation of workers in the profits of the enterprise (through the purchase of its shares or other securities), material incentives in the form of wages and their constant increase in case of high labor productivity, bonuses, surcharges for labor intensity and other forms of additional payment, as well as the introduction of a social package in the form of fare, training, treatment, payment of material assistance, various insurance services [18].

Socio-psychological methods of personnel management are based on the use of influences in the arsenal of sociology and psychology. If sociological methods are aimed at groups of people and their interaction in the process of production activity, then psychological methods are aimed at the personality of a particular employee. The basis of socio-psychological methods is the formation and use of informal ties in the team, the identification and satisfaction of personal and group needs of workers. Social methods of personnel management include: social planning (goals, criteria, methods, standards, results) sociological research methods (questioning, interviews, sociometry, observation, interviews) taking into account the personal qualities of the employee (business and moral qualities, advantages and

disadvantages) providing all forms communication, prevention, prevention and resolution of various types of conflicts. Psychological methods of personnel management use the whole arsenal of psychological science (psychophysiology, psychoanalysis, labor psychology, management psychology, psychotherapy) and consist of the following elements: psychological planning (goals, criteria, methods, standards, results), determining the type of person (organizational, analytical, engineering, creative, intuitive), such as temperament, character, orientation, intellectual and cognitive abilities, methods of influence, behavior model, stress-resistant level Willow and conflict [17; 18].

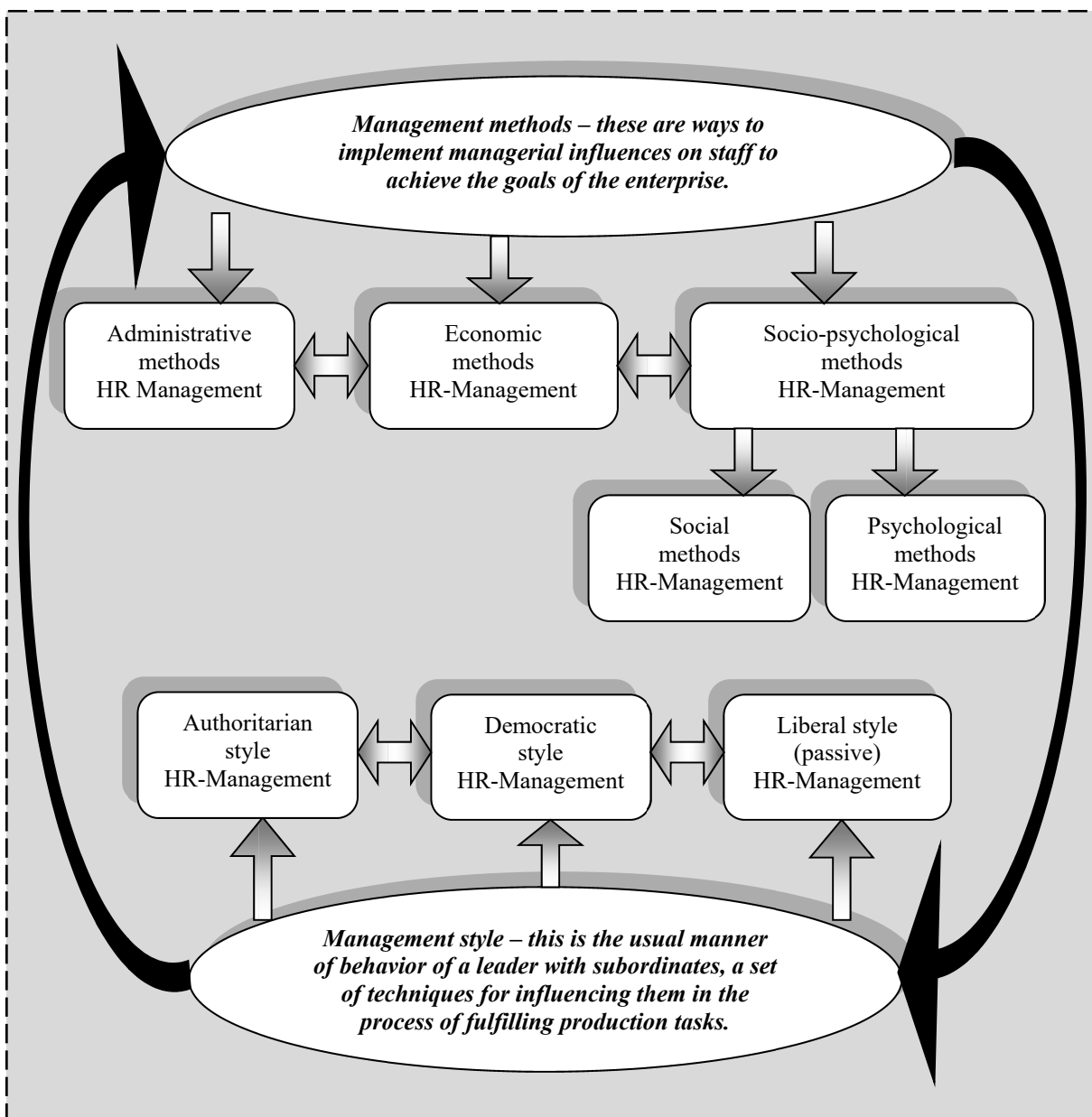
Properly selected socio-psychological methods of influence allow us to develop the philosophy of the enterprise and the mechanisms for its implementation in production activities, corporate culture, contribute to the formation of partnerships between employees, support for initiative and responsibility, ensure a healthy psychological climate in the team. Socio-psychological management methods are a subtle tool for influencing staff, and therefore need balanced dosing and differentiated application of various techniques. The principles of dominance and respect for human rights, the creation of a comfortable psychological environment and the harmonization of all types of relationships in a team in modern conditions should dominate the administrative methods of personnel management.

The process of fulfilling production tasks and achieving the goals of the enterprise necessitates the establishment of a clear interaction between the manager and subordinates at all levels of management. This requires appropriate types of impact, which takes into account the personal psychological characteristics of the leader, with the help of which a certain management style (method) is implemented. In a general sense, the management style is the usual manner of behavior of a leader with subordinates, a set of methods of influencing them in the process of fulfilling production tasks. The traditional classification system emphasizes an authoritarian, democratic and liberal management style [19; 20].

The authoritarian management style is determined by the sole definition of goals by the leader, his own criteria for evaluating the performance of work and interests in setting production goals. The decision is mainly issued by the directive and the tools of administrative and psychological management methods are applied. This style is appropriate when performing simple production tasks, in the presence of workers with low professional qualifications and in cases of crises, or urgent work. An authoritarian management style is effective only if highly qualified and experienced. In a situation of non-fulfillment of a task, such a leader bears sole responsibility. This style is inappropriate when performing creative tasks and the presence of highly qualified and experienced staff. A democratic management style combines the principles of unity of direct responsibility of the leader and group self-government. The leader is elected at the general meeting of owners, or taking into account the views of the collective and should represent the interests of the majority. According to this management style, collective decision-making takes place on the basis of a systematic exchange of information and opinions. Influence on subordinates is carried out thanks to argumentation, persuasion and advice. A democratic (cooperative) management style requires a qualified, experienced leader and staff. Since decisions are made collectively, the responsibility for them is also collective, which sometimes leads to risky decisions and irresponsibility. It is advisable to use this style when performing creative and complex tasks, if the staff has a multifaceted competence, which cannot be achieved with sole decision-making [21–22].

With a democratic management style, the leader should provide the subordinates with the necessary resources as much as possible, and the goals set by them should correspond to the goals of the organization and the goals of the team, or its individual groups. The professionalism of subordinates does not require operational control, which allows you to

choose your own ways of completing tasks. This style creates the most comfortable environment for work and communication. The liberal management style (passive) is characterized by a low level of requirements for subordinates, and requests and information are mainly used as means of influence. According to this style, subordinates are guided by their own discretion in setting goals, in the way of solving problems and in self-monitoring of their activities. The liberal style can be applied when performing complex, creative tasks, and only if there are highly qualified and motivated employees to work effectively with significant work experience. This style cannot be applied when performing emergency and urgent tasks. The combination of selected methods and HR-Management styles can be shown in Figure 1 [22–23].



Source: Grouped by authors based on [11–16].

Figure 1. Methods and styles of HR-Management enterprise

In its pure form, in personnel management it is impossible to apply only one style for all subordinates, although each leader has an innate tendency to a certain manner of

communication. Management efficiency and maximum use of the labor, intellectual and creative potential of workers require a combination of three styles depending on work experience, competence, level of complexity and creativity of tasks and the timing of their implementation. The results of numerous studies show that in the process of managerial activity two types of business behavior can be used: focus on the task (production), or focus on employees (subordinates) [16–17]. So, when using and choosing the methods and styles of HR-Management of an enterprise, it is necessary to decide on the following procedures: a comprehensive assessment of the tasks and determination of the stages of intense impact on subordinates; establishing the degree of preparedness of subordinates to perform tasks of a given level of complexity; determination of the nature of motivational trends of subordinates; predicting their behavior after receiving the assignment. A significant drawback in this case is too much attention to the intuition of the leader and a decrease in the role of regulatory requirements, although the latter occupy a dominant position in HR-Management [11–14].

**Conclusions and suggestions.** So, HR-Management is a set of principles, methods, tools and styles of targeted impact on staff that maximize the use of his intellectual and physical abilities in performing labor functions to achieve the goals of the organization. Personnel development is ensured by measures related to personnel assessment with a view to their production adaptation, staff attestation and certification, planning a career for employees and specialists, stimulating personnel development, etc. [3]. HR-Management provides a single and integrated impact on the organization's personnel through the use of management methods and styles, without which it is impossible to effectively manage the entire organization.

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