

## PERSONNEL MANAGEMENT OF BUSINESS IN CONDITIONS OF CHANGE

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**Abstract.** The article delves into an important problem known as personnel management of business in conditions of change. The purpose of the article is to study of issues of personnel management in the business environment, features of selection and recruitment in order to increase the involvement of personnel and economic efficiency of business in conditions of change.

During the scientific research, the methods of synthesis and analysis has been used (in the study of indicative topics for interviewing candidates in companies); systematization (to understand the stages of personnel selection in organizations, to systematize the reasons for staff turnover, which are related to organizational influence in conditions of change); logical and structural (to build a simplified system of hiring personnel in the company); induction synthesis, (to solve the problem of the formation of Ukrainian space of job-sites, platforms, personnel portals, social networks and own websites of companies); schematic, graphic images for a better visual display the results of the scientific research. The stages of the personnel selection process which depend on the size and type of the organization, recruitment goals and many other factors have been highlighted.

In the study indicative topics for interviewing candidates in companies were identified by the authors. A simplified system of hiring personnel in the company was carried out. It's included the technology in candidate evaluation, application of methods of questioning, interview, data about each candidate for the vacant position. The reasons for staff turnover, which are related to organizational influence in conditions of change were highlighted. Features of the formation of Ukrainian space of job sites, platforms, personnel portals, social networks and own websites of companies was opened.

**Keywords:** personnel management, business, change, staff, selection, recruitment.

**JEL Classification:** M 12, R 11, L 21

**Formulas:** 0; **fig.:** 2; **tabl.:** 0; **bibl.:** 10

**Introduction.** In the conditions of constant changes, the importance of business is growing. Every organization has resources that are needed for effective functioning and development. These are the following resources: physical (raw materials, equipment), informational, financial and human. It is generally accepted that the most important and valuable is the human capital of a business [9].

Human resources make it possible to achieve strategic goals of business development in conditions of change. The effective functioning of organizations depends on the human resources management and system of personnel recruitment [10].

Competently formed personnel management processes provide a business advantage in the market and have a significant impact on business efficiency. At the same time, personnel management processes require increased constant attention from managers.

Human capital is the most valuable asset of any organization. But obtaining this valuable asset is largely underestimated. The primary stage of the complex mechanism of business personnel management is the process of personnel recruitment.

Recruitment is the process of search and hire of personnel in the company or according to the client's order (in the case of a recruiting agency) [7, p. 65]. Officials are responsible for hiring new employees in organizations. It depends on the field of activity, size of the company, financial situation, availability of personnel services, urgency and many other factors. The employers are beginning to realize how valuable recruitment and managing talented employees is. Within the framework of human resource planning, there is a need for personnel, which leads to the preparation of recruitment and selection procedures and the subsequent hiring of relevant candidates for the position.

**Literature review.** Problems of personnel management, improvement of approaches that could reveal this process in the company, are devoted to scientific work of both foreign and domestic researchers: L.V. Balabanova, O.I. Donetska, G.O. Vakhitova, V.V. Vashchenko, V.A. Willow, O.A. Grishnova, K.P. Kachana, O.V. Kaspruk, O.V. Kiriyanova, A.M. Kolota, T.G. Logutova, K.O. Lytvynenko, I.S. Marchenko, K. G. Naumik, A.L. Nikishina, G.I. Pisarevska, J.S. Siemeynyak, E.T. Stolichuk, V.O. Shipulina, T.S. Shulgina, S.O. Tsymbalyuk etc.

The question of activation of human capital in conditions of change was considered in the works of V.O. Shipulina, O.V. Kaspruk (2012) [6]. These scientists focused on the study of the issue of activation and involvement of personnel as a strategic guideline for the preservation of national wealth, the process of employee development, mechanisms for the effective use of human potential, and the introduction of factors that contribute to the formation of a comfortable business environment. A.L. Nikishina (2016) [2] examines the main methods of personnel selection in the organization.

K.O. Lytvynenko, O.I. Donetska (2019) [1] put a special emphasis on the study of business recruitment. Recruitment has a powerful impact on the development of business and human capital, especially in conditions of change. S. O. Tsymbalyuk (2019) [7] studied the reasons for staff turnover, which are related to organizational influence.

**Aims.** The purpose of the article is to study of issues of personnel management in the business environment, features of selection and recruitment in order to increase the involvement of personnel and economic efficiency of business in conditions of change.

**Methods.** During the scientific research, the methods of synthesis and analysis has been used (in the study of indicative topics for interviewing candidates in companies); systematization (to understand the stages of personnel selection in organizations, to systematize the reasons for staff turnover, which are related to organizational influence *in conditions of change*); logical and structural (to build a *simplified system of hiring personnel in the company*); induction synthesis, (to solve the problem of the formation of Ukrainian space of job-sites, platforms, personnel portals, social networks and own websites of companies); schematic, graphic images for a better visual display the results of the scientific research.

**Results.** The personnel selection process in companies of the Western region of Ukraine depends on the source of recruitment.

Companies in order identified staff competencies regularly conduct various surveys and questionnaires regarding job satisfaction. Therefore, managers take into account the employee's desire to change duties. The employee undergoes a rotation or moves to a higher rung of the career ladder. In this context, the selection procedure is purely formal in nature and does not involve multi-stage checks.

Attracting applicants from internal sources takes place according to a different scheme [1].

The selection process includes the following stages, which depend on the size and type of organization, recruiting goals, and many other factors:

1. Determination of personnel needs in accordance with development goals and business requests.
2. Detailed analysis of the hiring request (formation of a competency map, qualification map and position profile) and clarification of details.
3. Drawing up and coordinating with the responsible persons the description of the vacant position and forming the strategy of the recruitment procedure.
4. Posting resumes and using various methods of attracting potential candidates in accordance with the previously formed recruitment strategy.
5. Creation of a personnel reserve of job applicants.
6. Resume analysis and candidate data verification and selection process.
7. Coordination of details and requirements.
8. Admission of the most relevant candidate for work and closing of vacancies.

Candidates from internal sources go through several stages of selection depending on the type of position.

Recruiters schedule an initial interview with candidates after reviewing resumes and letters of recommendation. Interviews at companies are mostly conducted offline. During the initial interview, recruiters assess basic communication skills, motivation and overall personality profile [2].

Figure 1 shows indicative topics that are discussed in company interviews. This stage includes the verification of documentation, the collection and verification of applicants' recommendations, and the preliminary agreement of salaries.

Candidates who have passed the initial screening move on to a secondary screening with the supervisors they will potentially work for.

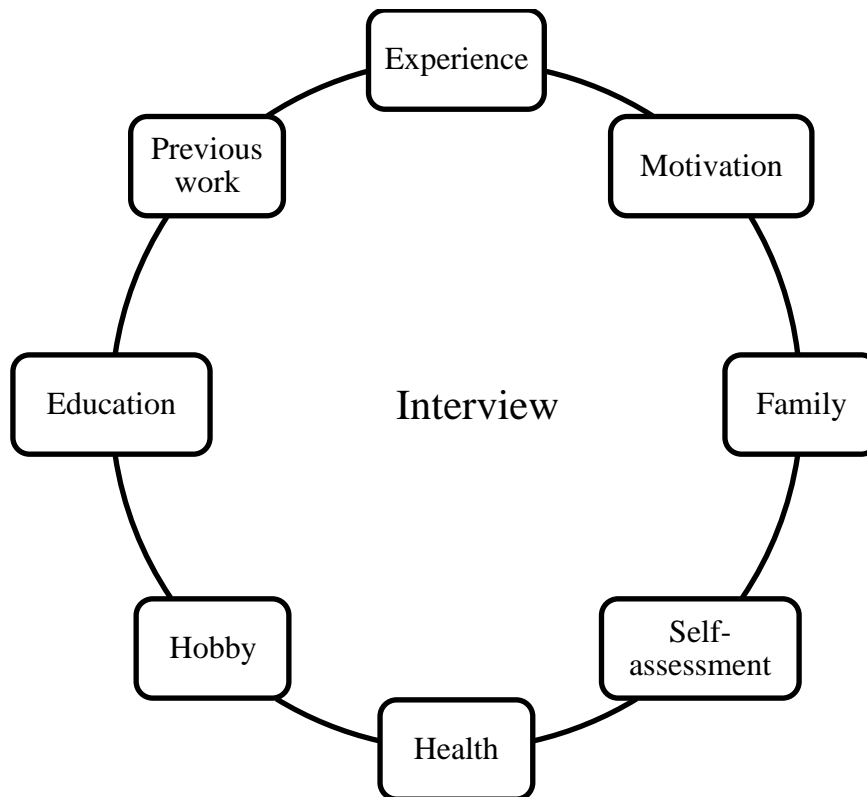
Accountants undergo a secondary (technical) interview with the chief accountant and other persons who have relevant assignments [8, p. 45].

System administrators undergo a secondary (technical) interview with the main specialists of the IT department.

In turn, specialists check the suitability of candidates' skills to the job requirements using the following methods [6]:

- survey;
- testing;
- qualification checks with test tasks.

At this stage, first of all, the manager must determine the favorite who will be hired [7]. However, there are cases when there are two or more worthy candidates. In this case, final interviews are held or candidates are offered other positions in order to retain a worthy candidate.



**Figure 1. Indicative topics for interviewing candidates in companies**

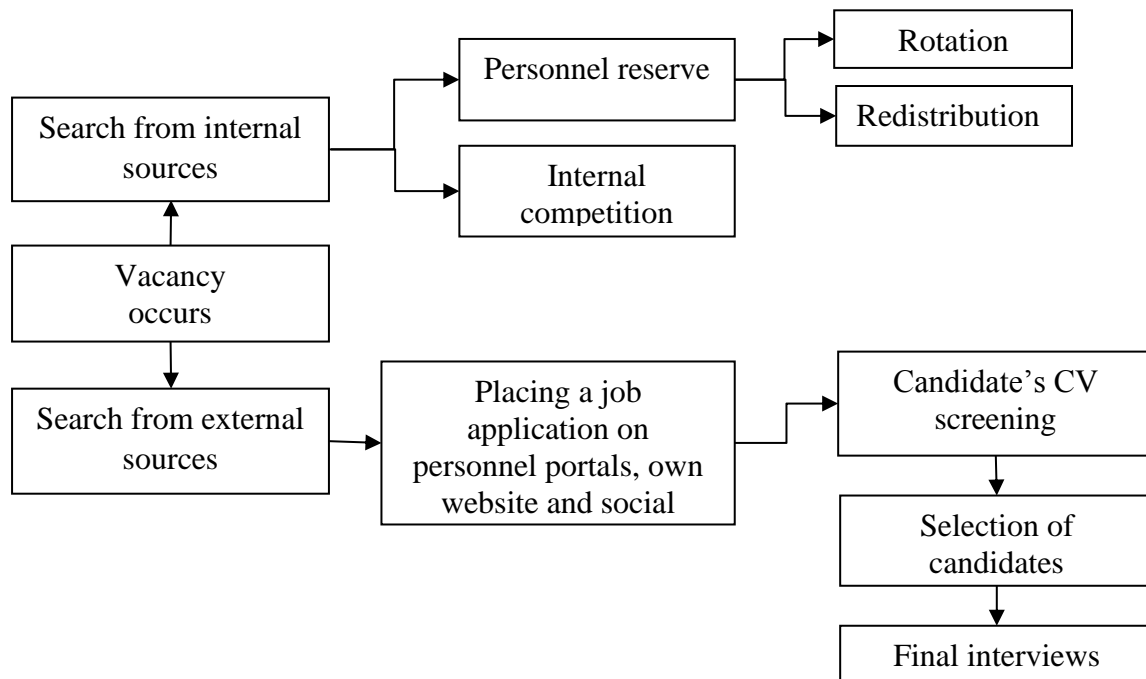
*Source: developed by authors*

After the assessment process and final interviews, the applicant may undergo a medical examination. The purpose of the medical examination is to establish the health of a potential employee. This is necessary in order to reveal the ability to perform certain types of work, to find a predisposition to acute or chronic occupational diseases in a timely manner, to identify medical contraindications, to prevent the occurrence and spread of infectious diseases.

Of course, only some employees have to undergo a medical examination. The legislation of Ukraine clearly defines the categories of employees, lists the professions and types of activities, the employees of which are subject to mandatory medical examinations. And the employer is obliged to monitor the medical examinations and pay for them.

If the applicant's health does not meet the requirements of the job, he is offered another vacancy or placed in the reserve. If the employee's physical condition corresponds to the position, the employee is registered for the workplace and familiarized with the workplace. Then the onboarding procedures are carried out. If the employee has an internship, the employee's desire to prove himself is encouraged as much as possible.

Figure 2 shows a simplified system of hiring personnel in the company.



**Figure 2. A simplified system of hiring personnel in the company**

Source: developed by authors

As we see, recruiting procedure allows to attract the best specialists to vacant positions. Also, the recruiting procedure promotes the maximum manifestation of existing skills and the development of new skills and abilities of all company employees.

It is worth highlighting the following reasons for staff turnover, which are related to organizational influence in conditions of change:

- ineffective recruiting,
- inconsistency of the employee's values and goals with the company's values and goals,
- ineffective onboarding,
- low level of wages or its slow growth,
- dissatisfaction with working conditions,
- unfavorable microclimate in the team,
- conflicts with management or within the team,
- lack of career growth and development,
- low motivation.

**Discussions.** So, recruiting is the main cause of unsatisfactory turnover processes. In the context of ineffective recruiting, the main reasons for staff turnover can be: unsatisfactory onboarding, an imperfect career development plan and low employee motivation.

The reasons for ineffective recruiting are different. If obstacles are removed at the initial stage, it is possible to reduce the level of personnel turnover and solve the problems of forming a personnel management system. This will make it possible to avoid failures in the future, which would be the consequences of ineffective

components of the recruitment and selection system.

The Ukrainian space of job sites is a fairly wide. The most famous among them are WORK.ua, Robota.ua, Jobs.ua, GRC.ua.

WORK.ua is the famous platform where people have the opportunity to look for a job, and which includes more than 100 thousand employees. The site has a stylish blue interface and is well-recognized due to large-scale marketing activities. The site is visited on average 450 thousand people every day [5].

Robota.ua is a job site which has functioned since 2000. The site has undergone a lot of transformations and rebranding since its creation. However, the site has not lost popularity. 700 thousand vacancies were placed on Robota.ua for 2019 [4].

Jobs.ua – All-Ukrainian portal of unlimited job search and personnel selection. Started in 1996. Since then, nearly 15 million professionals have been employed [3].

In Europe and the United States, recruiters often using the LinkedIn social network. This trend has moved into the Ukrainian labor market. A LinkedIn profile often replaces a full resume. However, not all specialists provide full information about themselves and their experience. This makes it difficult to identify potential specialists.

A tendency for the UPwork platform has moved from the West to Ukraine. UPwork is a powerful hub that connects employers from around the world and candidates (usually freelancers). It is worth noting that on the UPwork platform can find specialists for short-term and long-term projects. Most often in Ukraine on the UPwork platform find work as task-specialists, SEO-specialists, copywriters, rewriters, translators, IT specialists, video editors, and others.

It is good that the freelance platforms obtain more and more popularity (Freelance.ua, Freelancehunt.ua, Freelancer.com.ua). These platforms employ personnel to create short-term projects (contracts) or search for seasonal work or perform one-time tasks and receive for this a predetermined amount of cash.

Specialized thematic sites and forums for HR specialists take a significant place in online recruitment. Networking is a virtual version of recommendation recruiting, which has become extremely popular lately.

Recruitment of human resources from external sources should not be limited to announcements on personnel portals (WORK.ua, Robota.ua, Jobs.ua, HeadHunter.ua, Trud.ua, Indeed.ua, Jooble.ua), social networks and own websites of companies.

Companies should use outsourcing and personnel leasing. Outsourcing and personnel leasing has a high cost in comparison with the cost of placing information about the vacant position on sites for search of work. It is most appropriate to hire seasonal workers on such conditions. This kind of employment creates the effect of economy.

**Conclusions.** The changes in the external business environment are taking place at an accelerated pace in the last decades. The rapid development of the recruitment and selection system is one of the most important factors that influenced the development of the personnel management system.

The effectiveness of the entire organization depends on effective staff selection. This is especially considerable for highly qualified personnel and managers of the enterprise. Effective recruitment process is ponderable for business. Efficiency,

competitiveness and profitability of business depend on the rational staffing of the company and its quality characteristics. Recruitment is a more in-depth way of staff selection. In addition to formal characteristics, personal and business qualities, flexible skills of the applicant are taken into account.

Recruitment and personnel development are important processes that contribute to business development. Business should be given a lot attention to the formation of a simplified system of hiring personnel in the company. This includes the technology of candidate evaluation, application of methods of questioning, interview, data about each candidate for the vacant position. Information communications, Internet, platforms have a significant impact on effective recruitment.

At the same time, it is necessary to pay special attention to the process of personnel selection, taking into account modern trends in the labor market, the increase in external migration and trends in the development of enterprises in the conditions of change.

**Author contributions.** The authors contributed equally.

**Disclosure statement.** The authors do not have any conflict of interest.

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