

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
KYIV NATIONAL UNIVERSITY OF BUILDING AND ARCHITECTURE**

**Faculty of Construction**

**Chair management in construction**

<i>Educational and qualification level</i>	<b>Master's</b>
<i>Discipline</i>	<b>07 "Management and administration"</b>
<i>Specialty</i>	<b>073 "Management"</b>
<i>Educational program</i>	<b>Management of organizations and administration</b>

**EXPLANATORY NOTE DABOUT THE GRADUATE THESIS  
TO OBTAIN THE MASTER'S DEGREE**

on the subject:

**"Analytical evaluation of the management system construction company personnel and directions its improvement»**

**Kyiv 2024**

# KYIV NATIONAL UNIVERSITY OF BUILDING AND ARCHITECTURE

## Faculty of Construction

### Chair management in construction

*I APPROVE*

Head department

Doctor of Economics, Prof. Ryzhakova G. M.

« »

in 2024

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DABOUT THE GRADUATE THESIS  
TO OBTAIN A MASTER'S DEGREE  
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**" Analytical evaluation of the management system construction  
company personnel and directions its improvement "**

**Performed  
by a student  
of the Man-  
23 group**

**Ma Haoran**

*Discipline*

07 "Management  
and administration"

*Specialty*

073 "Management"

*Educational  
program*

Management of  
organizationsand  
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Shpakov A.V.

*Reviewer*

-

**Kyiv 2024**

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
KYIV NATIONAL UNIVERSITY OF BUILDING AND ARCHITECTURE**

**Faculty of Construction**

**Department of construction management**

**Educational and qualification level "Magistr"**

**Specialty 073 "Management"**

**"APPROVE"**

**Dean of the Faculty of Science and  
Technology, Professor Ivanchenko G.M.**

"    » \_\_\_\_\_ in 2024

**TASK**

**for attestation final work student**

Topic works: " **Analytical evaluation of the management system construction  
company personnel and directions its improvement** "

head of the attestation final work of Doctor of Economics, Professor

Shpakov A.V. approved by order of KNUBA dated "    "    2024 No

**2. Submission deadlinea work student** \_\_\_\_\_

**3. Initial data for work:**

*Literary sourcesand:            Internet-resource;            practical            will worknya  
among domestic and foreign scientists; publications of recruitment agencies.*

**4. Content settlement and explanatory note - a list of issues that need to be  
worked out - (consisting of 3 sections):**

*section 1 – analysis of specialized literature in the research topic, research update;  
section 2 – development of methodological research measures in the field of  
management construction company;*

*section 3 – implementation of the research results in the activities of the enterprise  
in the construction industry.*

**5. List of graphic material:** 14 sheets of A4 format (slides) from in addition to the content of studies in all sections of the explanatory note to final attestation work.

**6. Consultants of thesis sections**

Section	Name, initials and position of consultant	Signature, date	
		issued the task	accepted the task
<i>Section 1:</i> Theoretical aspects of personnel management			
<i>Section 2:</i> Analytical assessment personnel management systems LLC "Integral-Bud"			
<i>Section 3:</i> Areas of improvement personnel management systems of "Integral-Bud" LLC			

*7. CALENDAR PLAN*

No. z/p	Name stages of attestation final work (AVR)	The term of execution stages of AVR	Note
	The student's choice of the AVR topic, submission of an application to the department and coordination with the academic supervisor		
1	Systematization materials and preparation of raw data for AVR		
2	Approval of the content (plan) of the AVR, preparation of an individual task		
3	Preparation introduction and section I of AVR		
4	Preparation II section of AVR		
5	Preparation of Section III of the AVR, conclusions and a list of used sources		
6	Presentation by a student of a completed AVR to a scientific supervisor		

7	Passagequalifying master's theses checking for the presence of textual borrowings		
8	Adoptionthe decision on the admission of AVR to defense at AEK by the department		
9	Finalapproval with the supervisor of the AVR presentation and defense report. Final design and review of the work		
10	Previousprotection of AVR at the department and its approval by the		
11	Presentation AVRin AEK		
13	ProtectionAVR in AEK and assignment of qualifications to graduates		

**8. Date of assignment** " » 2024 p.

**Student** - / **Ma Haoran** /

**Head of work** - / **Doctor of Economics, Professor Shpakov A.V.** /

**Head of the Department of Management in construction** - / **Doctor of Economics, Prof. Ryzhakova G. M.** /

<b>RESUME</b> (summary) to the student's attestation graduation thesis:			
ZVO	<i>Kyiv national university construction and architecture</i>		
Topic	<b>Analytical evaluation of the management system construction company personnel and directions its improvement</b>		
Education aldegree	<b>MASTER</b> according to the educational and professional training		
Faculty	<i>Constructional</i>		
Chair	<i>Management in construction</i>		
Specialty	<i>Management</i>		
Educational	<i>Management of organizations and administration, Man-23</i>		
Head	Doctor of Economics, Professor Shpakov A.V.		
Scope of work:	explanatory note, p.	sections	Visual and graphic part(sheets of A4 format)
	<i>114</i>	<i>3</i>	<i>14 slides</i>
Section1 " "Theoretical aspects of personnel management"	The first chapter of the work examines the theoretical aspects of personnel management. The concept is revealed in the section "personnel" and "personnel management". The main one was analyzed purpose and objectives of personnel management. Varieties of enterprise personnel management methods have been studied, their positive and negative sides have been singled out.		
Section2. "Analytical evaluation of the personnel management systemLtd "Integral-Bud"	The second section is devoted to analytical evaluation personnel management system of "INTEGRAL-BUD" LLC. The practical section is based on the materials of the LLC "INTEGRAL BUILDING". The mission of the enterprise, the type of activity, and the services offered by the company are disclosed in detail. An analysis of the organizational structure, financial and economic indicators of the enterprise, and the peculiarities of personnel policy, inherent in LLC "INTEGRAL-BUD" was carried out. Diagnostics of the control system was carried out in several main		
Section3. "Directions of improving the management system	The purpose of the third chapter is the development of directions for improving personnel management in "INTEGRAL-BUD" LLC. The reasons for significant changes in the personnel management system, which continue today, are indicated and analyzed. Proposed measures in "INTEGRAL-BUD" LLC to improve personnel management processes		

staffLtd "Integral-Bud"	enterprises, which will make it possible not only to optimize personnel management processes, but also to show their positive economic indicators, by reducing labor costs and increasing overall financial results.
Conclusions by work:	The conclusions summarize the essence of personnel management, emphasize the importance of management processes, the main goals of which are to contribute to the achievement of a strategic goal, as well as to improve the work of each employee, so that he increases and correctly uses his own potential. Proposed methods for implementation in LLCs "INTEGRAL-BUD" will contribute to the improvement of the personnel management system in today's unstable times.
Keywords: personnel; personnel management; personnel management methods; personnel policy; personnel administration.	

**Compiler:** \_\_\_\_\_ / \_\_\_\_\_ /

**Head:** \_\_\_\_\_ / **Doctor of Economics, Professor Shpakov A.V.** /

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## INTRODUCTION

*Actuality of the topic.* Rapid development in any field of human activity is practically impossible without management, that is, a regular process of using various resources (financial, personnel, technological, etc.) to achieve the set goal and strategic goals of the enterprise. The key resource of every enterprise, organization, institution is their personnel (personnel, personnel potential), since it is the personnel of the organization that activates all other resources and carries out effective management of them, which is the basis for ensuring high performance of the enterprise. Therefore, the art of managing any activity lies in the ability to optimally use the human factor.

Enterprise personnel management system is an important reserve for the growth of the efficiency of commercial and industrial activity and the formation of a powerful personnel potential. The personnel management process at the enterprise is aimed at improving the effectiveness of the company's employees through the formation and development of an effective organizational and economic mechanism for increasing the motivation of the work performed by employees. Work motivation can significantly stimulate the socio-economic development of the enterprise, it is like a driving force that prompts people to a conscious desire to perform certain actions and satisfy certain needs.

The final method of operation of each enterprise, first of all, is making a profit. And the main competitive advantage of every enterprise that tries to strengthen its own positions on international markets is the uniqueness of its personnel potential, its features and management efficiency. Effective personnel management should be based on maximum use and development of employees' abilities, creation of a favorable psychological atmosphere in the team. It is about creating the necessary conditions for the formation of a concept

effective personnel management, which means the formation of a new perspective per person in the organization through the prism of managing synthesized (intellectual, human, social) capital.

Relevance of the data the topic is growing in the modern conditions of the development of economic processes in Ukraine, when due to the state of war, many working enterprises faced the problem of a lack of qualified employees, which requires the construction of an effective and competent personnel management strategy. The successful operation of domestic enterprises is possible only if it is recognized that personnel who have access to information and are endowed with a high culture are not considered as one of the economic elements of the enterprise, but are the main capital of the enterprise, the effective use of which is the central link of management.

Staff support is also important in the field of construction, as it is used to evaluate the construction enterprise as a whole, its possibilities for carrying out construction works, feasibility of investment, selection of a reliable partner. After all, the quality of completed construction works, the effectiveness of management decisions, and therefore the results of the enterprise as a whole and competitiveness on the construction services market depend on the qualifications and experience of the company's personnel, the social and psychological climate in the team, and the ingenuity of its employees. All this proves the necessity of researching the personnel management processes of the construction enterprise, which is characterized by a high level of specialization of the offered services.

The purpose of the final work there is a consideration of scientific and applied approaches to personnel management of construction enterprises.

Tasks attestation thesis is:

- to determine the essence of enterprise personnel management;
- characterize the elements personnel management systems;
- to consider enterprise personnel management methods;
- give technical and organizational characteristics of "Intergal-Bud" LLC;

- to determine peculiarities of personnel policy of "Intergal-Bud" LLC;
- to spend diagnosis systems management staff Ltd "Intergal-Bud";
- consider the features of the personnel management system in the conditions of martial law;
- to propose directions for improvement of personnel management methods "Intergal-Bud" LLC;
- evaluate the effectiveness of implementation of the proposed measures.

*The object of research* there is a personnel management system of the construction enterprise "Intergal-Bud" LLC.

*The subject of research* there are theoretical issues, methodical and practical aspects of improving the personnel management system of the construction enterprise.

*Research methods.* During the writing of the work, both general scientific and yes were used and special research methods: the logical method, the method of analysis and synthesis, the monographic method, the generalization method were used in the study of theoretical issues related to personnel management; the system-structural method, the structural-functional method, the methods of deduction and induction were used in the study of the features of the personnel management system at the enterprise (construction enterprise); statistical method, comparison method, graphic methods were used in the analysis of the main indicators of the personnel management system of the construction enterprise; the modeling method, planning and forecasting methods were used in the development of directions for improving the personnel management system and evaluating the effectiveness of the implementation of the proposed measures.

*Research information bases* served domestic labor and of foreign scientists on the researched topic, types of periodicals, publications of recruitment agencies, Internet resources, company information Ltd "Intergal-Bud".

*Practical significance of the obtained results* consists of the possibility of using the theoretical provisions of work and developed proposals for improving the personnel management system in the practical activities of construction enterprises of Ukraine.

*Page structure of work:* the work consists of an introduction, conclusions, three sections, a list of used sources. The total volume of the work is 107 pages, the main content is laid out on 98 pages, the list of sources includes 71 titles.

## **SECTION 1.**

### **THEORETICAL ASPECTS OF PERSONNEL MANAGEMENT**

#### **1.1. The essence of enterprise personnel management**

In the modern conditions of the socio-economic reality of doing business, the problem of personnel management is key, since the personnel of enterprises (including construction ones) is one of the main factors of ensuring the successful operation of economic entities, which is directly ensured by the management of the quality of personnel using their own experience, skills and abilities, aims at constant self-improvement and increasing motivation to carry out successful professional activities [24, p. 75].

Issues of personnel management organization in today's conditions of socio-economic reality is important, as it is one of the main factors of ensuring the successful operation of the enterprise. Personnel management is a purposeful influence of the company's management on the personnel in order to use their potential to the fullest. In order to use the potential of the personnel (personnel potential), it is necessary to create the necessary material, spiritual, and social conditions and train the personnel in a timely manner in new technologies of production and customer service [67, p.192].

The role of man in the organization changed over time. At the beginning of the last century, the worker was considered as a labor force without taking into account his material and spiritual needs. Subsequently, the category of "labor resources" appeared, by which scientists understood the part of the population that has the opportunity to work and participates in social production. Today in the economic literature, such terms as "personnel", "personnel", "labor resources" are used.

It should be noted that there are some differences between the concept of personnel and personnel. The staff is understood as the personnel of the enterprise, including seasonal workers and part-time workers, formed at the enterprise on the basis of the employment contract, while personnel is the permanent composition of the enterprise without seasonal workers and part-time workers, i.e. the concept "staff" is broader than "frames" [24 p. 95].

To begin with, it is necessary to establish what is meant by category "staff" modern scientists (table 1.1.).

Table 1.1.

Interpretation of the concept "personnel"

No	Author	Definition
1	I. I. Bazhan	the totality of all human resources that the company has
2	A. G. Goldfarb	set of constant employees who have the necessary training and practical experience
3	O. B. Krushelnytska, D. P. Melnychuk	the main, permanent staff of qualified employees at the enterprise, which is formed and changes under the influence of internal (technology, nature of products, organization of production) and external (legal and moral norms of society, demographic processes, nature of the labor market) factors
4	L. B. Balabanova, O. B. Sardak	the totality of employees enterprises (skilled and unskilled, permanent and temporary) who work for hire and have labor relations with the employer

Source: compiled by the author based on [29]

Enterprise is not only a technical, organizational, informational, but also a social and economic system, in which the most important element is a creatively active person (personnel), with its characteristic advantages and disadvantages, strengths and weaknesses. Enterprise personnel management is a set of measures related to the formation and development of qualified personnel capable of achieving business goals. Personnel management is a rather multi-purpose, complex and multifaceted phenomenon. The process of personnel management is a complex process, because for this a personnel manager needs to have knowledge in such areas as psychology, management, strategic planning. And not only the HR manager should have data

skills, this applies to all categories of management personnel. The company needs to build such a personnel management system that will help solve its tasks and get rid of personnel management problems.

The study of scientific literature shows that the fact that there are examples of the formation of various interpretations of the concept of "personnel management". In table 1.2. approaches to defining the concept of "personnel management" are given.

Table 1.2.

Interpretation of the concept "personnel management"

No	Author	Definition
1	V. Galenko	a complex of interconnected economic, socio-psychological, organizational methods that ensure the efficiency of work and the competitiveness of the enterprise
2	M. Grachev	the field of activity, the main elements of which are the determination of the company's need for personnel, recruitment (recruitment and selection), release, recruitment of personnel to work, development, monitoring and controlling of personnel. Also elements are the structuring of work, the policy of participation in success, the policy of remuneration and social services, management of personnel costs and management of
3	V. M. Danylyuk, V. M. Petyuk, S. O. Tsymbalyuk	part of the functional spheres of personnel system as the main mechanism of the enterprise
4	V. Lukyanikhin	provides formation of goals and functions, organizational structure of personnel management, vertical and horizontal functional connections of management and specialists in the process of development, justification, adoption and implementation of management decisions
	V. A. Rulyeva, S.O. Gutkevich, T.L. Mostenskaya	complex phenomenon in which the performance of individual functions, phases and tasks is concentrated. An effective tool in the structure of ensuring that the organization fulfills current tasks and achieves a set of long-term goals.
	S. P. Kolyada	complex factors of influence of the organization's managers on the organization of personnel support processes of its activities
	R. P. Vdovichenko	activity organization, which is aimed at the effective use of human resources in order to achieve the goals of both the organization and individual employees

Source: compiled by the author based on [6; 28; 29; 42]

Summarizing summarizing in the table the approaches of various authors to the definition of the concept of the personnel management system, it is possible to offer its own definition: it is a functional sphere of management activity, the main task of which is to provide the enterprise with human resources at the right time, in the right quantity and the right quality, their correct placement and stimulation to effective work.

Personnel management at the enterprise as a system of management components is based on the main principles of personnel policy, which is the main component of the strategic management system of the enterprise. The personnel management process, like any other management process, is characterized by a cyclical nature of functioning. The practical basis of the company's personnel management system is: the availability of regular, complete and objective information about the composition, structure according to various characteristics and personnel dynamics; description of works; selection and placement of personnel according to jobs and performed tasks; personnel motivation system; formulation of the goals of continuous education and its organization; planning and organization of personnel career development; regular evaluation of the performance of functions and duties.

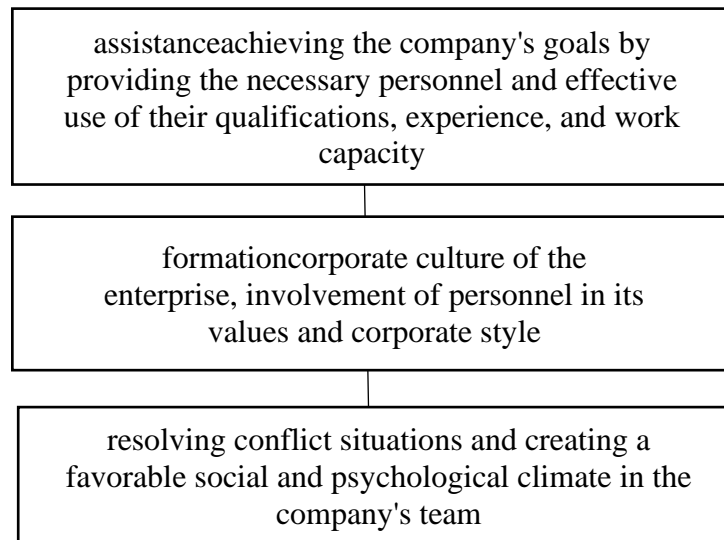
Goal the main goal of personnel management is the formation, development and implementation of the personnel potential of the enterprise, which means improving the work of each employee so that he builds up and uses his own labor and creative potential and thereby contributes to the achievement of the enterprise's goals.

The key goals of personnel management there are enterprises (Fig. 1.1.).

Fulfillment of the listed goals of the company's personnel management system needs to solve such tasks [34, p. 102]:

- providing the enterprise with the appropriate workforce quantity and qualities;

- provision of conditions for increase in labor productivity, sufficient level of work motivation, self-discipline, acquisition of new professional skills by the employee;
- formation of a stable team at the enterprise;
- realization of needs and the interests of employees regarding the content and working conditions, the possibility of qualification and career growth;
- attainment of a optimum balance of interests of both personnel and the enterprise.



Rice. 1.1. The main goals of enterprise personnel management

Source: compiled by the author based on [51]

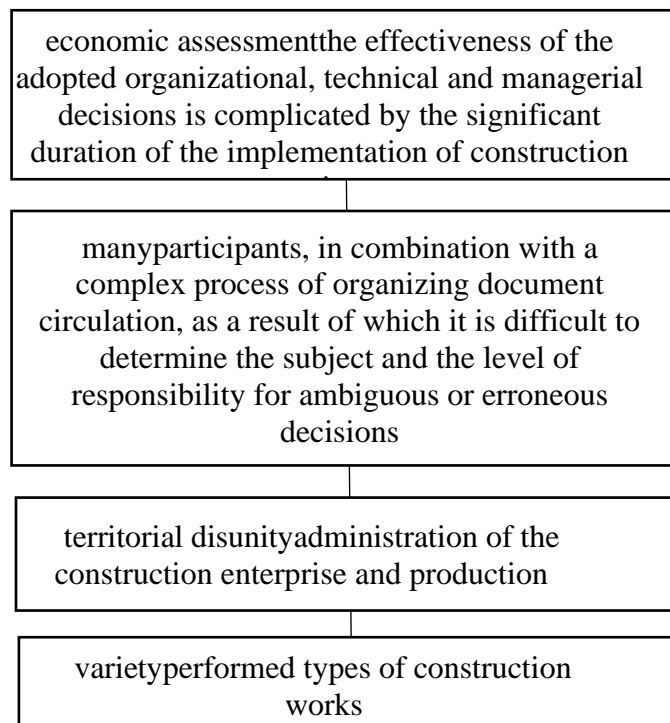
The purpose of personnel management of the enterprise is realized through the performance of general and special functions. All management bodies of the enterprise perform general functions (organization, planning, motivation, control) within the framework defined for each management body. Structural divisions of the enterprise perform special personnel management functions in accordance with their functional duties.

The main functions of the personnel management system at the enterprise there are:

- recruitment, selection of personnel;
- motivation of personnel and quality management of its activities;
- improvement of payment systems;

- adaptation of new personnel;
- teaching and professional development;
- formation and preservation of a favorable social and psychological climate at the enterprise;
- improvement of personnel evaluation methods;
- management of internal transfers and careers of employees;
- participation in the development of organizational culture [32, c. 37].

Necessary to highlight the main features of personnel management of enterprises in the construction sector (Fig. 1.2.).



Rice. 1.2. Peculiarities of personnel management of construction enterprises sector

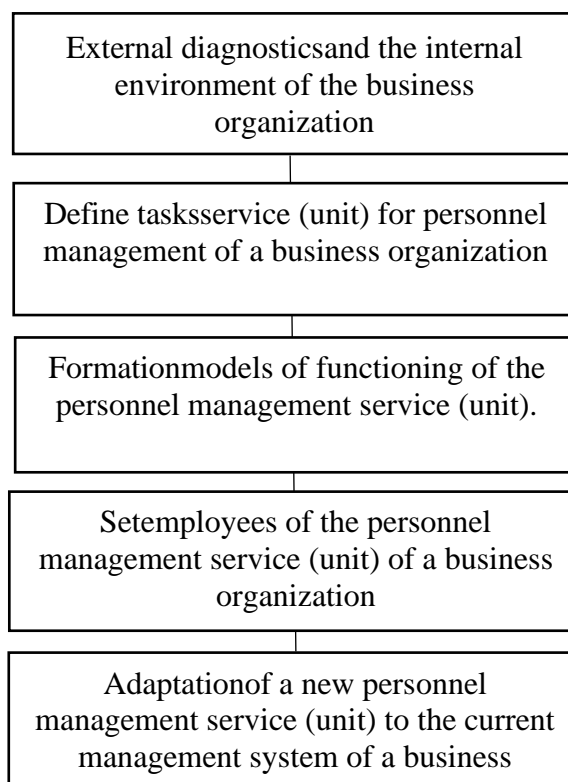
Source: compiled by the author based on [51]

It should be noted that often the structure of the construction and production personnel is formed spontaneously, and the need for the number of workers to perform auxiliary work on the construction site is not substantiated by the appropriate standards, the system of operative labor regulation of workers is implemented not enough similar situation enough

negatively affectson the level of labor productivity at enterprises of the construction sector. Usually, the specialization of the work performed directly affects the organizational structure of the enterprise, the qualification requirements for employees, and the composition of their functional duties.

An important element of the personnel management systemthere is motivation, that is, the internal process of a person's conscious choice of a certain type of behavior, which is determined by the complex influence of external (stimuli) and internal (motives) factors. The task of the personnel management manager is to ensure that the interests of the employee and the management of the company are taken into account equally, and motivation is a way of managing this task.

To create an effective personnel management system, the following stages should be completed (Fig. 1.3.).



Rice. 1.3. Stages of creating a personnel management system

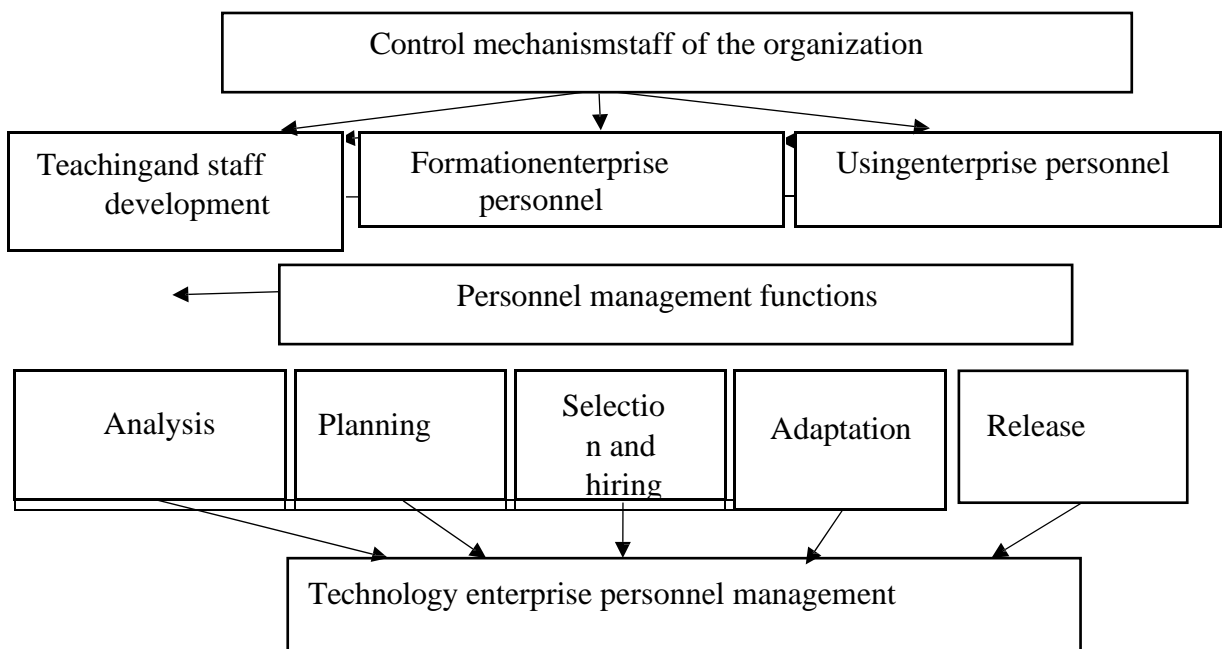
Source:compiled by the author based on [51]

The study of the enterprise's personnel management process allows us to

formulate conceptual model of this line of activity, which consists offrom four interconnected systems: personnel movement system; reward system; labor organization system; the system of influence of employees on the effectiveness of the organization (Fig. 1.4).

The personnel management mechanism of a business organization contains the following components andprocedures

1. Analysis of the state of the personnel potential of the enterprise– business entity. Identification of a number of problems in the structure of the personnel management system of a business organization: clarification of cases of duplication of functions; the presence of an uneven distribution of the personnel structure; the presence of misunderstandings between personnel: managers and subordinates; occurrence of stressful situations in the work of personnel (Fig. 1.5.).



Rice. 1.4. Personnel management mechanism

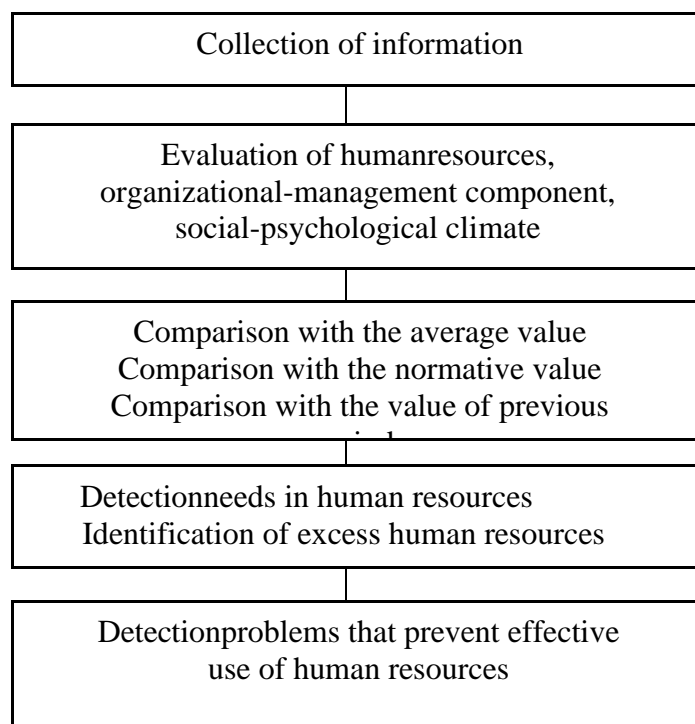
Source: compiled by the author based on [51]

Analysis of problems in the personnel structure should be carried out in the following sequence. First, the collection of information necessary for the analysis is carried out, then the evaluation of the components of human potential: human resources, the organizational and management component of personnel

management and factors and factors of the socio-psychological climate in team On the basis of the obtained results, the analysis takes place comparison with average values, for example, the average for the region, industry, group of enterprises of a certain industry, normative values and values of personnel management efficiency indicators for the past period. Next, it is necessary to identify the need or surplus of human resources. Next, the manager singles out the main problems that prevent the effective use of human resources, and develops appropriate measures to eliminate the identified problems [58, p. 205].

The main objects of analysis the effectiveness of personnel management includes the following categories: composition and structure of personnel, supply of personnel to the business organization (educational level, qualifications of employees, professional composition), staff turnover.

2. Personnel training. Planning is carried out in order to assess how effectively the required number of personnel is planned; analyze the methods of forming the personnel reserve at the enterprise according to all classification categories.



Rice. 1.5. Algorithm of personnel analysis

Source: compiled by the author based on [34]

All enterprise goals primarily depend on personnel planning, which includes personnel strategies, goals, tasks, and activities.

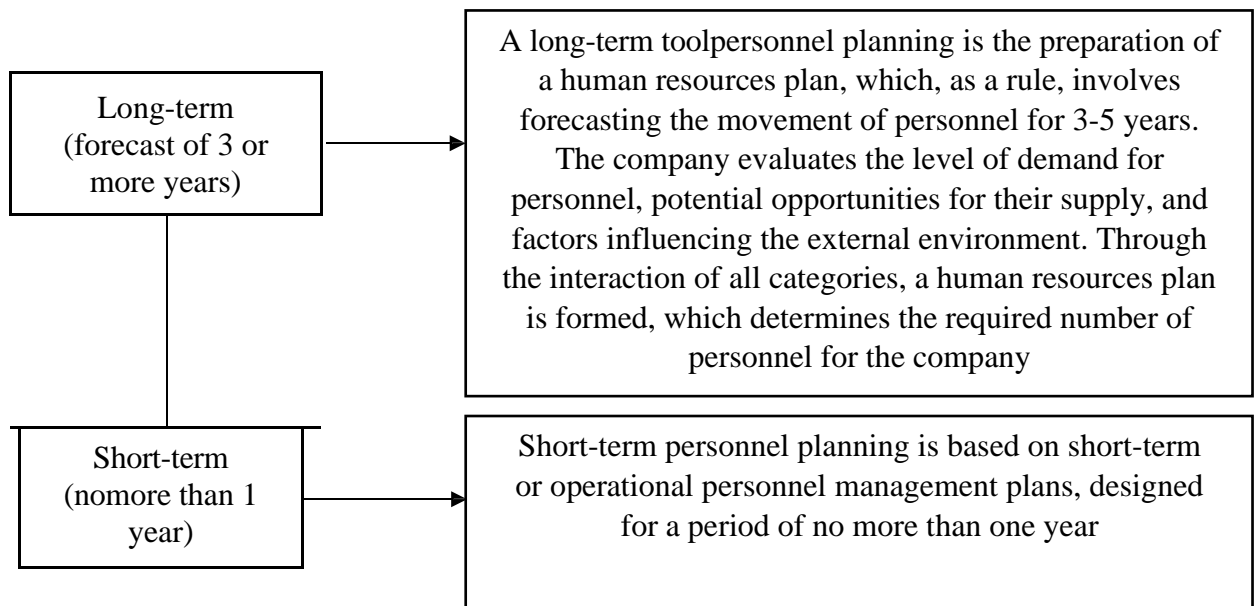
The main goals of the personnel planning process are the development of an effective personnel policy; implementation of personnel development measures; provision of opportunities for promotion of the organization's personnel; defining the goals of the organization (goals and strategic goals) and each employee (regarding professional development, etc.); maximum convergence of the goals of the organization and each employee; providing the organization with the necessary human resources; development of a plan of personnel measures for the purposes of the enterprise and personnel; determination of costs for the implementation of the action plan and justification of their effectiveness.

The purpose of personnel planning is the provision of jobs to the staff at the required time and in the required number in accordance with their abilities and the requirements of the business organization; planning the level of workload of staff with job tasks at such a level that will ensure uniform performance of job duties and reduce the level of professional burnout.

Personnel planning is a complex system of decisions and measures to implement the goals of the business organization and each of its employees, which allows:

- provide the company with personnel in accordance with the number and requirements of the staff list, in accordance with the set goals and performed works and services;
- to choose such specialists who can solve the assigned tasks both in the current and future periods;
- to provide high level of personnel qualification;
- ensure employee participation in enterprise management [63, p. 623].

The main types of personnel planning are the following (Fig. 1.6).



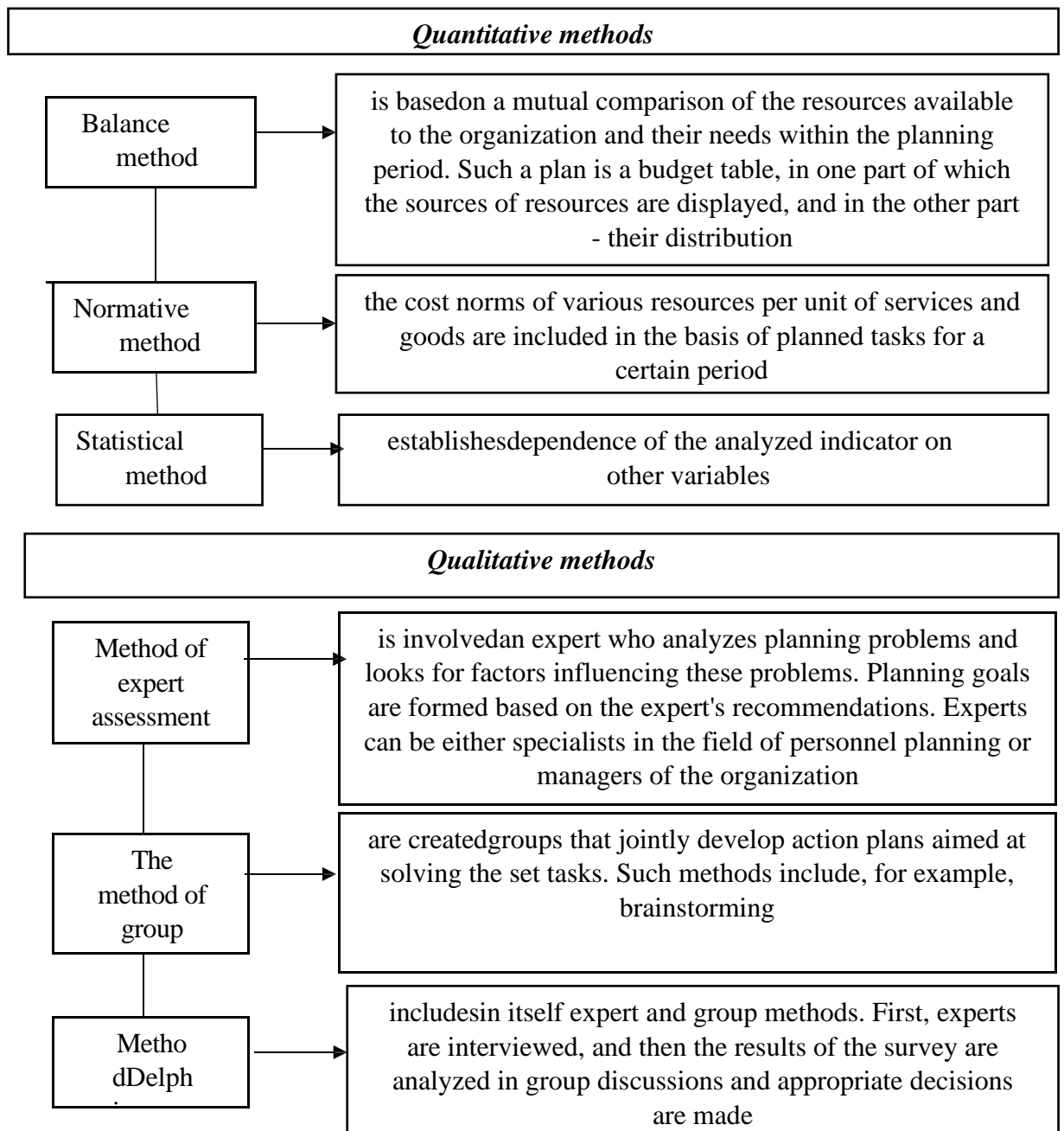
Rice. 1.6. Types of personnel planning

Source: compiled by the author based on [29]

It is necessary to allocate long-term personnel planning (planning period: forecast from three and more years) and short-term personnel planning (planning period: no more than one year). The type of HR planning is chosen depending on the goals of HR planning.

On rice. 1.7 highlights quantitative and qualitative methods of personnel planning.

4. Personnel adaptation processes. Adaptation of personnel at the enterprise is a process of adaptation of employees to a number of conditions and factors of the external and internal environment; adaptation is given a key position in the personnel management process of any organization, since the efficiency of these processes depends on how quickly the specialist will be able to adapt to economic conditions and perform his job duties efficiently. The effectiveness of the adaptation process determines the effectiveness of the company as a whole. Adaptation of personnel occurs according to the algorithm described in fig. 1.8.

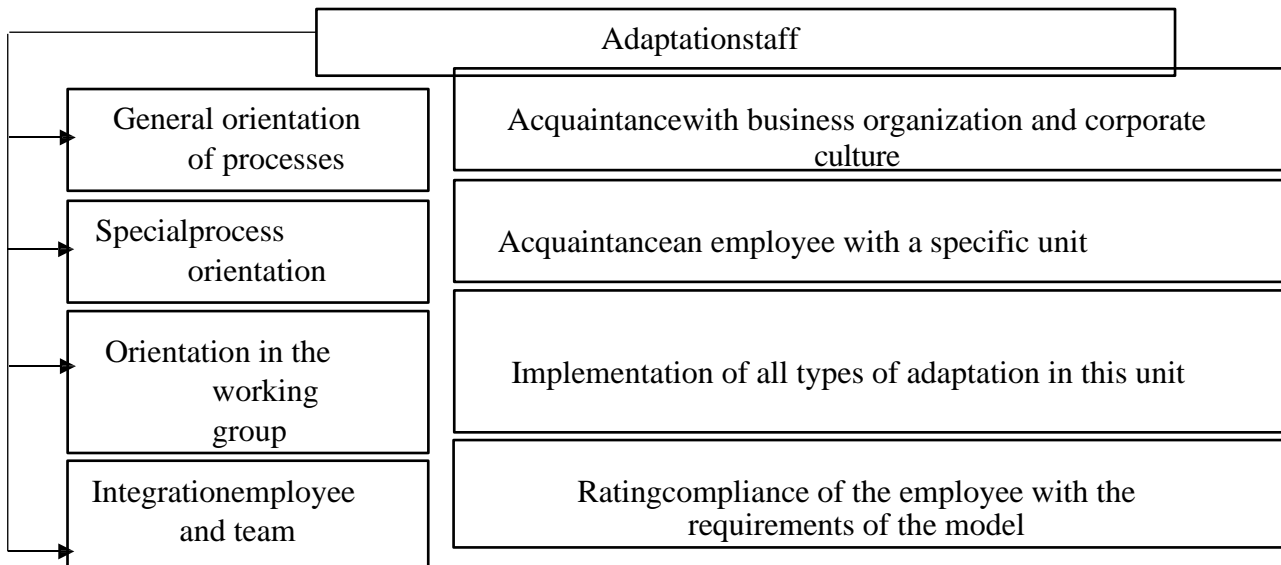


Rice. 1.7. Quantitative and qualitative methods of personnel planning

Source: compiled by the author based on [47]

The choice of a certain personnel planning method is also justified by certain personnel goals and objectives. Expedient there is the use of not one, but the choice of several methods, both qualitative and quantitative. This will allow the manager to draw more reasonable conclusions about the effectiveness of the use of personnel planning techniques and the need for further implementation of measures to improve the efficiency of personnel planning.

3. Selection and hiring of personnel. The effectiveness of the selection and recruitment process affects the effectiveness of the business organization as a whole.



Rice. 1.8. Adaptation of personnel

Source: compiled by the author based on [14]

The process of personnel adaptation is closely related to its further development. Personnel development is a set of methods and tools aimed at improving and constantly improving the skills and abilities of personnel.

5. The release of personnel involves a set of measures regarding compliance with legal norms and psychological and organizational support of the company's management during the release of personnel.

Summing up, it should be noted that the company's personnel management strategy is a perspective plan for meeting its needs in highly qualified personnel capable of ensuring sustainable development of the enterprise. It takes quantitative aspects into account when forming plans for its development and qualitative changes in the personnel structure: increase or decrease in the number of personnel; changes in its professional and qualification structure; changes in the amount of funding for training and staff training.

System personnel management refers to one of the most important subsystems of enterprise management, since the overall result of its activity depends on its effectiveness. At every enterprise, personnel management is one of those important moments due to which it develops. A team of well-chosen and motivated professionals can solve the most difficult tasks. Conversely, an apathetic team that is prone to internal conflicts and unhealthy competition can cause the failure of even an effective project.

## 1.2. Characteristics of personnel management system elements

The company's personnel management policy is being implemented on the basis of the principles implemented by the management in the direction of the use of human resources (Fig. 1.9.).

Increase performance at all levels
Optimization and stabilization of personnel and ensuring effective use of opportunities and potential of the organization
Creation and development of the system of training and personnel development
Formation and maintaining a high level of employee loyalty
Formation and strengthening the corporate culture of the organization

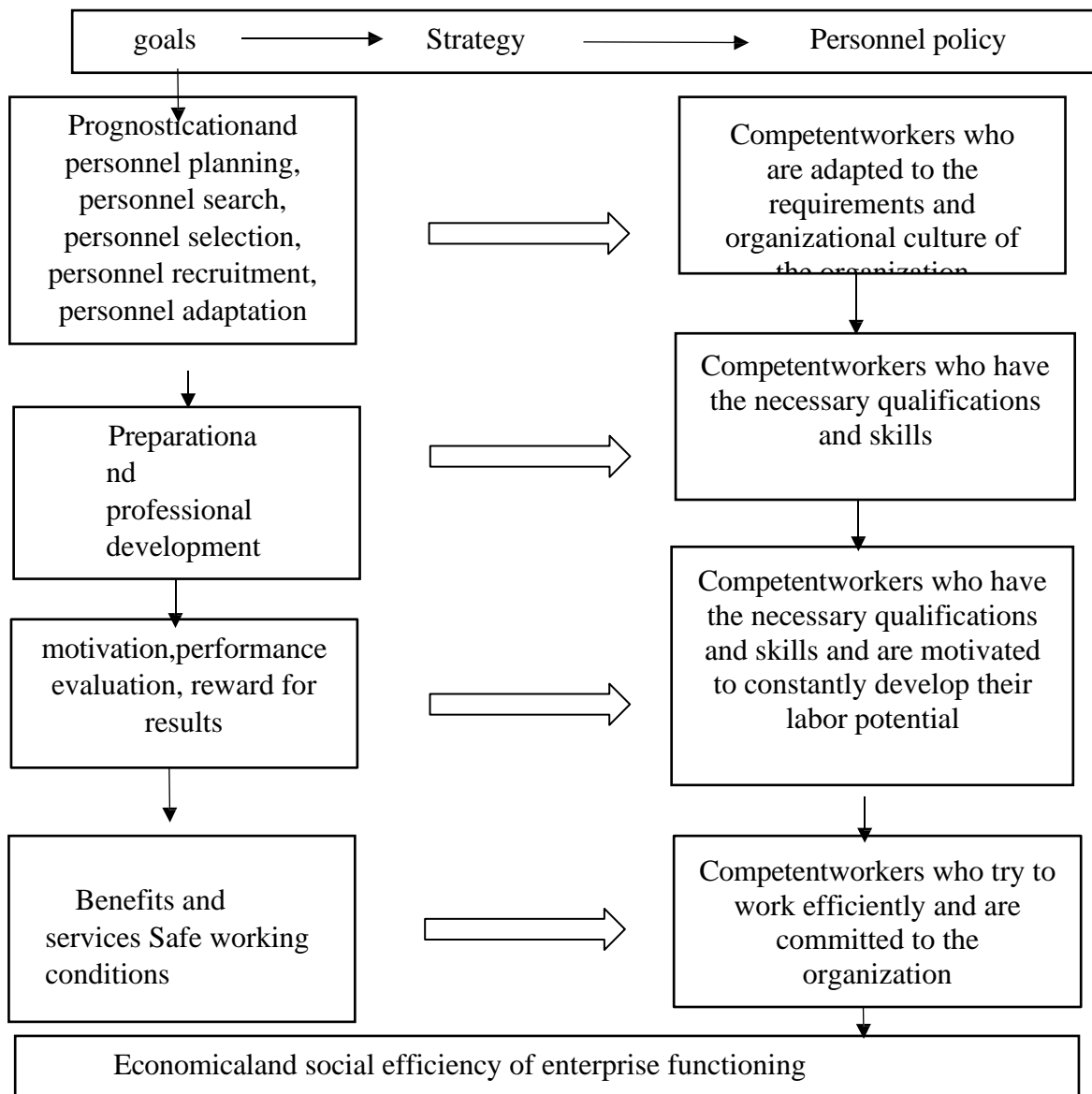
Rice. 1.9. Components of personnel management policies

Source: compiled by the author based on [6]

Personnel management in the structure of modern management can be characterized as one of the most important components of this system, given the fact that personnel management in an organizational sense covers all employees and all structural divisions of the enterprise.

The structure of modern management takes into account the connection between individual elements of personnel management and is expressed in the development of final goals,

determining their ways achievement, formation of the appropriate management mechanism (Fig. 1.10).

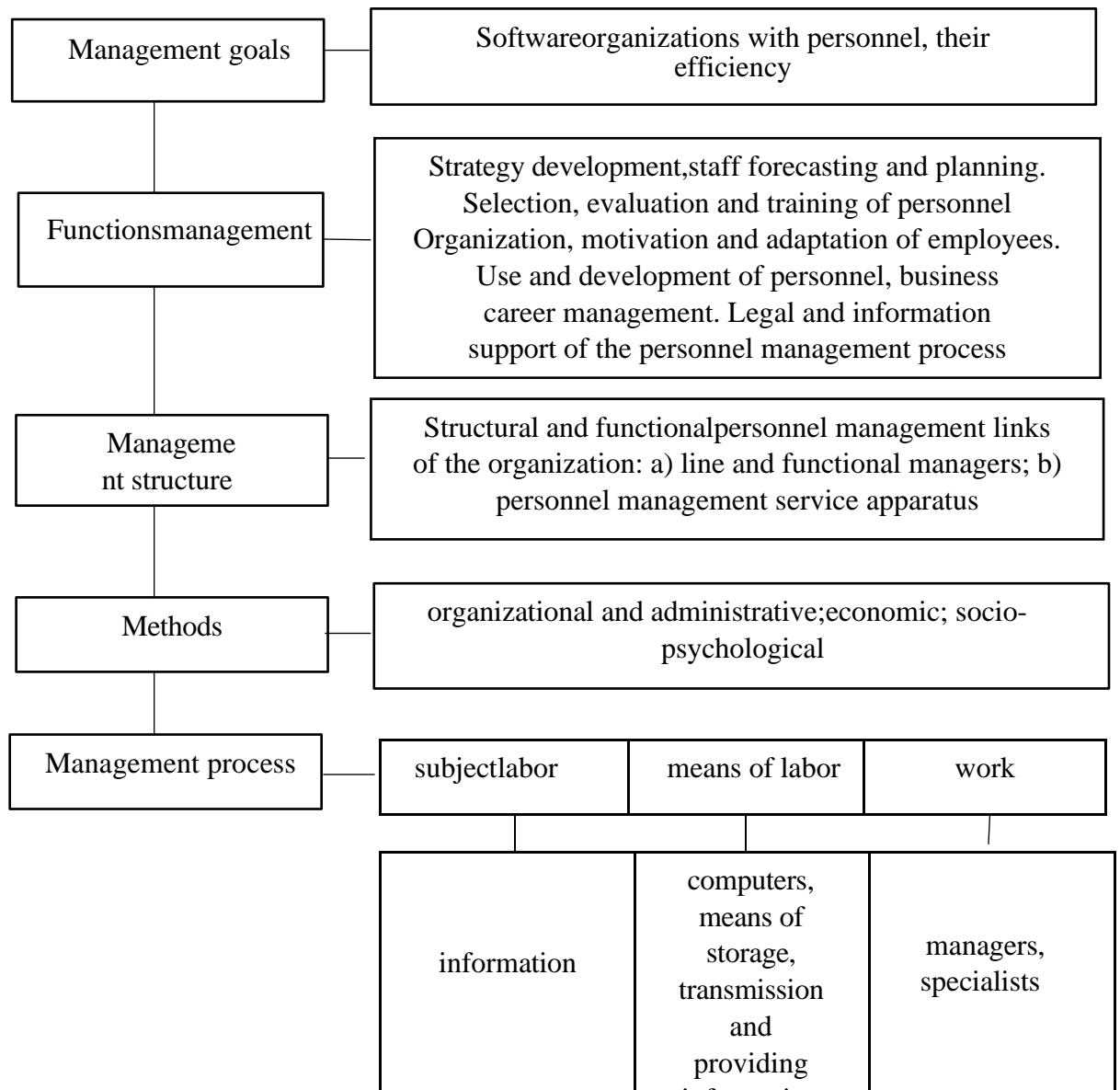


Rice. 1.10. Directions of personnel management in the management structure

Source: compiled by the author based on [34]

That is, in the management system, personnel management is directed mainly to practical actions, than to certain conceptual procedures and rules. Based on the theoretical foundations of organization management, it should be determined that the personnel management process includes a set of procedures, methods, and programs for influencing the company's employees in order to maximize their potential.

In fig. 1.11. the organizational and functional model of personnel management is given at the enterprise.



Rice. 1.11. Organizational and functional model of personnel management at the enterprise

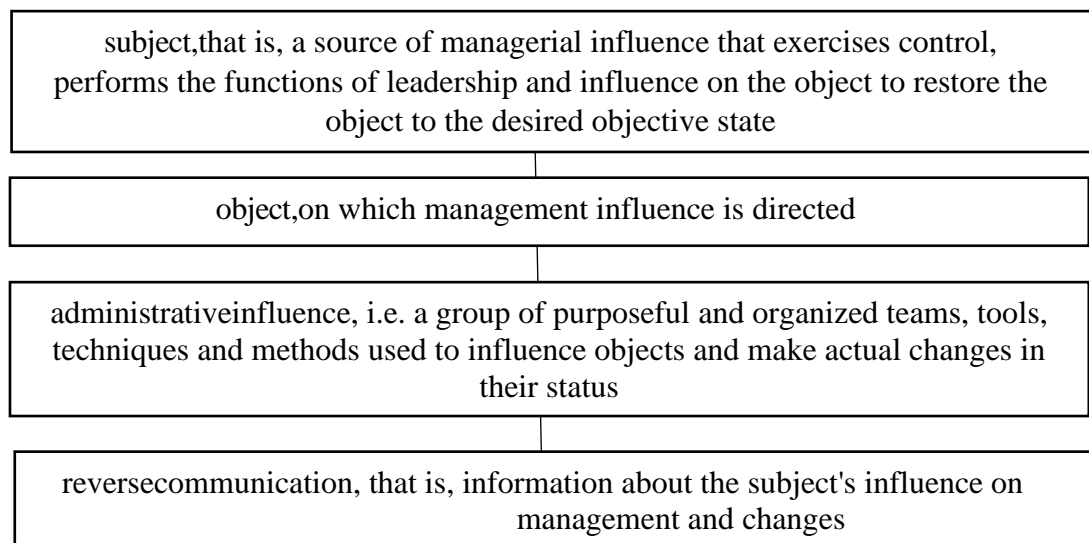
Source: compiled by the author based on [34]

The presented organizational and functional model shows that personnel management simultaneously acts as an organization system, as a structure and as a process. So, it should be noted that in the structure of management, personnel management is a set of mechanisms, forms, principles and methods of influencing the formation, development and use of personnel

enterprises, which are implemented as a number of interdependent directions and types of activity [24, c. 95].

In modern management theory and practice, there is a constant process of improvement, modernization and search for new concepts, approaches, and ideas in the field of personnel management as an important strategic resource of enterprises. An important feature of modern management is a unified and comprehensive influence on all personnel in general. With this in mind, a personnel management system is formed, which integrates it into the general management system of the enterprise, connects it with strategy and organizational culture, as well as with the categories of production planning, marketing, sales and quality improvement.

It should be noted that the personnel management policy has the following interrelated constituent components, with the help of which the achievement of the company's goals is facilitated (Fig. 1.12).



Rice. 1.12. The main components of the personnel management system

Source: compiled according to data [60]

The company's personnel management system can consist of: from the following functional subsystems (Fig. 1.13.).



Rice. 1.13. The main components of the personnel management system

Source:compiled by the author based on [6]

Let's consider in more detailsuch elements of the company's personnel management system as planning and control, which in a crisis situation are of great importance for the company's personnel management system. Planning the needs of the enterprise in personnel potential should be considered as a constituent element of the system of strategic planning of its activities [54, p. 93]. Personnel planning is implemented through the implementation of a complex of interdependent and interrelated activities, which are combined in the operative plan of work with human resources of the enterprise. The key purpose of enterprise personnel planning is the provision and implementation of plans for the use of human resources necessary to ensure an effective and high-quality production process, provision of services, i.e. employees - their qualifications, productivity, number, costs of hiring them, etc.

At the overall synergistic effect is of great importance in personnel planning of the enterprise, because it is necessary to evaluate all team members,

who work in a team. Imperfect planning of the number of employees leads to an increase in costs and, ultimately, to the loss of material resources, and also affects the quality of educational services.

During personnel planning, you must first analyze implementation of previous personnel plans, in particular to calculate [3, c. 68]:

- planned indicators labor productivity;
- planned time balance of one employee;
- the need in personnel and its planned structure.

When analyzing the personnel plan for the previous period, it is necessary to assess the general supply of labor resources of the enterprise, to evaluate the efficiency of their use, to identify reserves of saving labor resources and to develop measures regarding their use. After that, an analysis of the company's personnel security is carried out by comparing the planned and base values. With the help of this analysis, the shortage or surplus of personnel in the enterprise as a whole and its individual structural divisions is revealed. At the same time, the main sections of the plan are: personnel policy, personnel release, personnel recruitment, personnel turnover, personnel reserve, personnel development, economic efficiency, improvement of work organization, innovation plan. Thus, the enterprise plans the need for personnel for the reporting year.

The personnel planning system is being developed from several stages. First of all, when planning personnel, it is necessary to assess the qualifications of employees and determine the main measures to optimize their work. For this, within a certain time, it is necessary to conduct attestation and testing of employees.

The next stage there is forecasting. In accordance with the goals and objectives of the enterprise, it is necessary to determine its future needs in employees. It is necessary to take into account changes in the external environment, since it has a significant impact on the activity of the enterprise. At this stage, you can use different methods of analysis, for example, the method SWOT analysis, during which strengths and weaknesses are determined

enterprises, hiskey opportunities and threats. At this stage, it is necessary to: predict a change in the personnel structure; determine the level of job security; determine the saturation level for each position or group of positions. With the help of the analysis, it is possible to determine the state of personnel at the enterprise and its needs in the future. To establish the optimal number of personnel, it is necessary to establish:

- the needin the staff for the near future or a longer term (up to 5 years);
- the actual number of availablecurrently staff, depending on the level of training;
- employee attrition rate,including for specific reasons;
- the number of top managers who are released as a result of a change in the management structure,and which can be used to perform managerial tasks [22, c. 172].

Having determinedin this way, the company's needs in personnel, it is possible to begin the process of developing a plan for their stimulation. The plan should contain all measures necessary to find, recruit, hire, train and promote personnel to achieve planned goals and meet established needs. First of all, the future duties of the employee should be clearly defined, because otherwise there is a risk of hiring an employee whose professional and personal qualities will not fully meet the requirements. If possible, special attention should be paid to group work. The analysis can be carried out using an interview, observations of the employee, various tests. After the analysis of the content of the future employee's work is carried out, it is necessary to develop a job description, which should specify his main duties, skills and abilities that he should possess, as well as his rights.

The next stage is the recruitment of personnel, that is, the creation of a certain personnel reserve for planned positions from both internal and external sources.

The main problem in recruiting personnel is the discrepancy of the future activity with the candidate's expectations, therefore, maximum efforts should be made to familiarize the future employee with his job duties in more detail. When selecting personnel, the management chooses from the personnel reserve of candidates created during recruitment those candidates who are best suited to work in the organization. The following methods can be used for their professional training [33, c. 150]:

- individual employee training under the guidance of a mentor;
- internship in office;
- teaching on advanced training courses depending on the planned position.

T.I.N. Lazorenko, S.O. Perminov emphasize that determining the salary level is the final stage of personnel planning. Salary is the employee's reward for the work he has performed and has a significant impact on the quality of the performance of official duties. It is an important factor when an employee is looking for a job and significantly affects his satisfaction with his work, the rate of staff turnover in the organization, and the level of labor productivity [34 c. 117].

Payment of labor at the enterprise should be based on competitive rates and tariffs and include various rewards for achieving them. The size of the salary should be determined not only by the work performed, but also should stimulate the employee to improve its quality. Additional benefits that an employee can receive include: payment of vacations, sick days, insurance services, payment of kindergarten services, repayment of loans to employees, various similar services. Each organization chooses the form of payroll calculation independently.

Hence, personnel planning is a rather time-consuming process, but its rational organization is an important condition for ensuring effective personnel management of the enterprise.

Personnel planning cannot be effective without control. Control, as a management function, is always aimed at specific tasks and is always an integral part of the management decision-making process. The most important task of control is recording the results of personnel planning. When comparing the planned and obtained results, deviations are analyzed and corrective measures are developed. According to this interpretation, control in the field of personnel management is the final phase of the decision-making process in the field of personnel, which occurs on a regular basis.

Effective personnel planning is not advisable without control. Plans and forecasts provide the manager with an understanding of the organization's prospects for the future, however, plans have the inherent property of losing relevance due to the existence of unpredictable factors in the operating environment. Therefore, in this context, it is important to monitor the implementation of the formed plans. Timely control of the implementation of plans and indicators will be able to identify problems in time and review the company's activity fees for future periods. This will reduce activity risks and avoid unwanted costs [58, c. 211].

Control of the activity of the company's personnel is an important means of ensuring the stability and effectiveness of the management process, preventing crisis phenomena in its internal environment and overcoming the uncertainty of the possible response of personnel to changes in the external environment. In addition, personnel control provides the necessary information for the development and possible adjustment of the personnel strategy of the enterprise. Personnel control has a significant impact on the behavior of both the person being controlled and the person responsible for conducting the control. Its influence can be both positive and negative. The positive aspects of the influence of personnel control are:

- improved staff sense of responsibility for the work performed;

- employee evaluation according to the results of control and related encouragement, punishment, promotion (motivation for effective work);
- search for labor productivity improvement reserves, search for candidates for occupying managerial positions in the future, intensifying the innovative activity of employees, overcoming the threat of service conflicts in the team [34, c. 118].

However, personnel control may have a negative impact: contribute to increased nervous tension of employees while waiting for the inspection; audits change the normal behavior of personnel (for example, since the audit is usually of great importance to the employee, he can demonstrate demonstrable diligence during it). Given the fact that the results of the control are often widely publicized in the team, many employees try to perform better than usual during the control procedures in order to receive certain preferences. That is, additional diligence is demonstrated, so the personnel monitoring system should be designed in such a way as to prevent this.

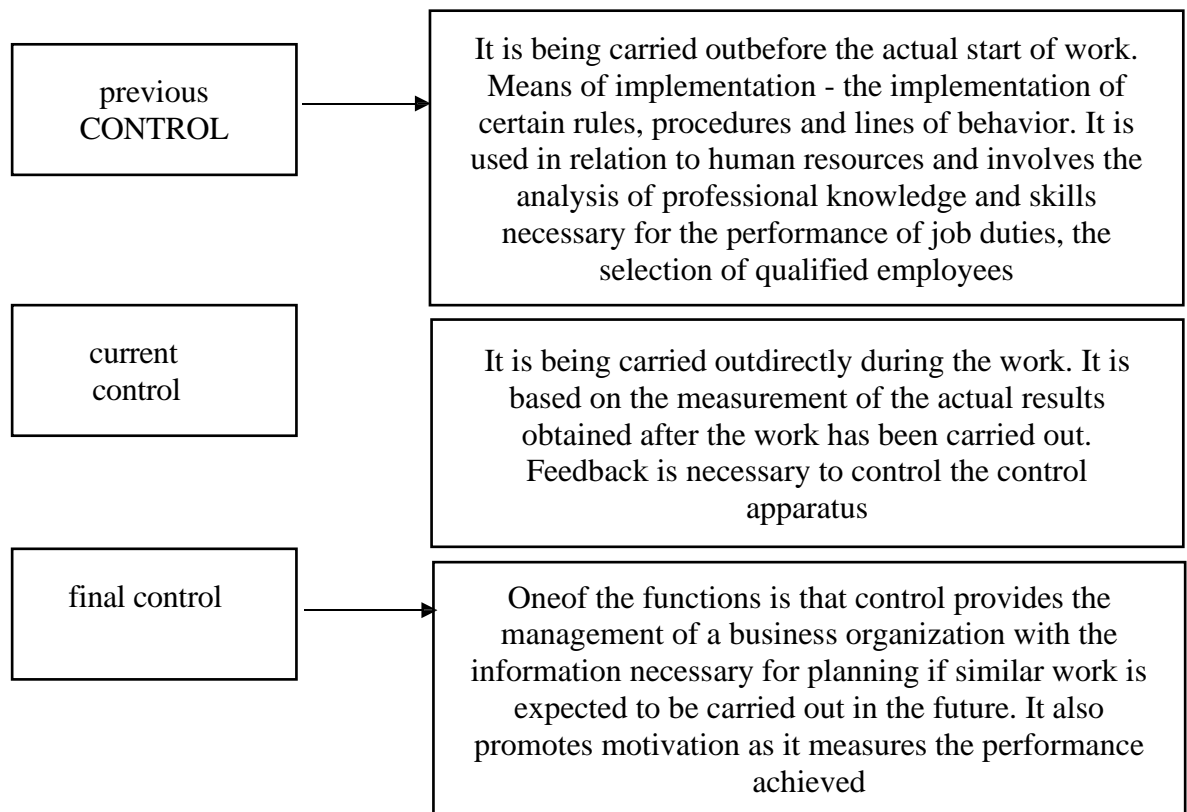
The personnel control system of a business organization is being developed from subsystems of internal and external control. Internal personnel control consists in a comprehensive study of the implementation of certain plans and achievements, management decisions. Internal control is aimed at increasing the productivity of personnel and the efficiency of management activities. In addition, one of its goals is a timely response to possible conflict situations in the team.

The purpose of external control there is a check of compliance by the business organization with the legality and socio-economic expediency of the activity.

In general distinguish the following types of control (Fig. 1.14.).

Rapid changes in the labor market of Ukraine are related with martial law, increase the importance of personnel management functions at each everyday the enterprise for operational reaction for decrease consequences a system of competent personnel management. In the conditions of martial law, the personnel management system must be formed comprehensively and be based on a

clear management understanding of the consequences of each management decision made, as well as on a modernized business strategy for overcoming crisis situations.

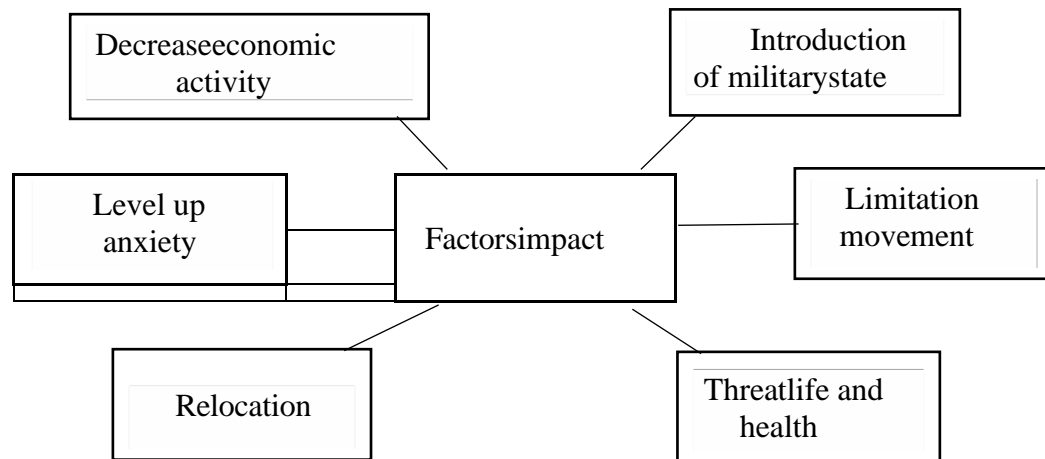


Rice. 1.14. Types of personnel control of the enterprise

Source: compiled by the author based on [51]

Employer in conditions of constant growth of anxiety in society, it often becomes an important reference point for employees in the context of receiving timely and high-quality information about the state of the political, economic and military situation in the country, which places increased responsibility on the personnel management function for ensuring the communication strategy at the enterprise. In addition, in order to maintain the sustainability of the business, HR needs to provide employees and management necessary technical opportunities and knowledge for literate

personnel management and virtual work of teams of employees in the format "remote". Many enterprises appeared not ready for a rapid change in the operational model of personnel management and adaptation to new unplanned influencing factors (Fig. 1.15.).



Rice. 1.15. Factors affecting personnel in 2022

Source: compiled by the author based on [16]

Among the main actions that the company needs constantly implemented as a result of martial law, should be highlighted:

- determination of direction the impact of martial law on the personnel of a business organization;
- ensuring the protection of personnel (family members) at the same time with the maximum possible protection of the enterprise from the short- and long-term consequences of martial law;
- formation of personnel management tactics of the enterprise in conditions of macroeconomic and social changes;
- quick response to changes in the conditions of their continuity and unprecedented dynamism;
- constant monitoring of the situation and timely formulation of the main personnel management tasks.

After a year and a half of martial law in many business organizations working rhythms have changed. Labor activity during hostilities became

new experience and formed new habits - sustainable patterns of behavior. When employees leave the remote work mode, it is necessary to evaluate what habits they have acquired, what changes can no longer be changed, what will have to be put up with and work in modern reality. It is necessary to determine what is a danger for the organization, and what can form the basis of new useful solutions [38, c. 89].

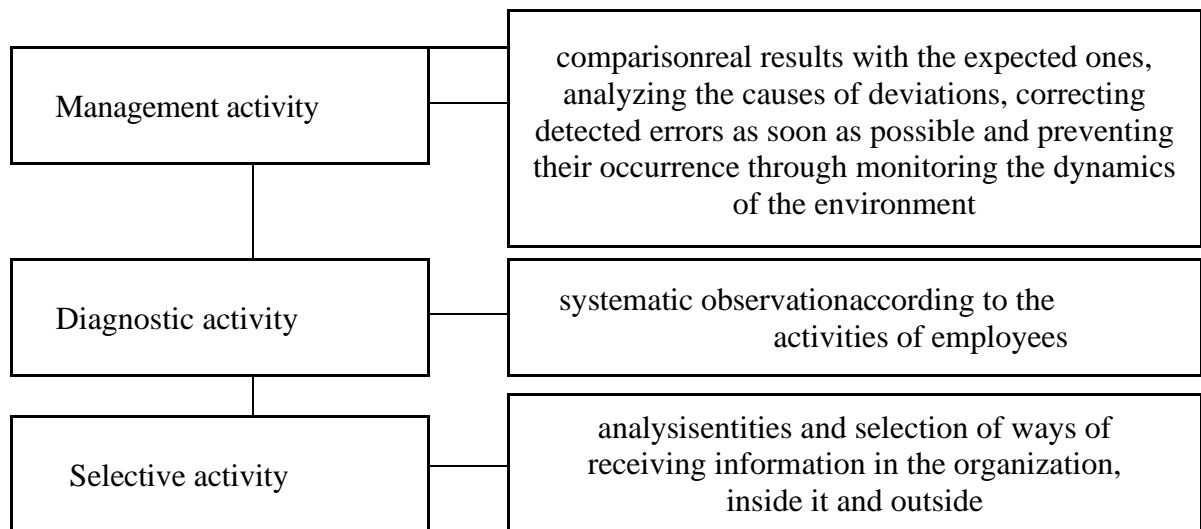
The situation has changed radically and many workers now have to work more for less pay, which is also rapidly depreciating due to high inflation and rising foreign exchange rates. This is superimposed on workers' fears for their own lives and health. Therefore, the personnel service now needs to work not with all personnel, but with the heads of the company's divisions. Not all managers can properly communicate with their subordinates, identify their motivation, and organize work correctly. Therefore, it is important to give the managers of the company's structural divisions the right attitudes, understanding of priorities and corporate values, which should be communicated to all personnel. Clearly communicate the following priorities: new restrictions, the importance of preserving the workplace, plans for the implementation of the new and assistance to employees.

Considering the personnel of the enterprise in the conditions of martial law, the personnel management system should be revised for the purpose of its retention (preservation), as well as maintaining labor productivity and ensuring the safety of employees. For this, it is necessary to make changes to the personnel management strategy, which should focus on changing the workload of employees. Looking at this, it is necessary to form new goals and tasks of the staff, if possible, it is necessary to rotate the staff, the load on which has significantly decreased. At the same time, it is necessary to determine the methods of personnel training that most correspond to the situation that has developed today, in particular, it is e-learning, coaching, self-study.

In conditions of limited financial resources, the vast majority of enterprises reduce or completely cancel personnel training. However

the issue of personnel training remains relevant to retain employees with appropriate competencies. Therefore, in the conditions of martial law during personnel rotation, it is expedient for the enterprise to train personnel directly at workplaces, as mentors, involving work colleagues or direct supervisors. Due to this, it is possible to retain qualified personnel and avoid the search for personnel, which is periodically needed by every enterprise [62, c. 103].

Personnel control function in the conditions of martial law, it covers diagnostic, managerial and selective activities (Fig. 1.16).



Rice. 1.16. Designation of the personnel control function of a business organization under martial law

Source: compiled by the author based on [38]

By carrying out selective activities, control optimizes the information provision of the activities of the company's personnel and promotes the establishment of communications. Optimization of information in the conditions of martial law should be implemented according to the following criteria: availability, timeliness, effectiveness, comprehensibility, reliability, integrity, reliability, necessity. Thus, enterprise personnel management in the structure of modern management has gained special importance, and is one of the most important functional areas of the enterprise, with the help of which it is possible to improve the efficiency of operations.

### **1.3. Methods of enterprise personnel management**

Personnel management methods is a way of influencing the team or an individual employee in order to achieve the set goals, coordinate their activities in the production process. The following methods are distinguished: administrative, economic, socio-psychological methods. Let's consider them in more detail.

Administrative methods is a method of exerting managerial influence on personnel, which is based on power, discipline and sanctions. Administrative methods of personnel management are characterized by a direct impact on the managed object, that is, every act or order must be executed, and in case of non-execution, administrative penalties are used. That is, administrative methods affect the sense of responsibility and duty, the perceived need for work discipline, the need to work in a certain company [47]. The main task of administrative methods is to maintain labor discipline and ensure organizational clarity, which is necessary for the effective work of personnel and the enterprise in general.

The organizational effects of administrative methods are based on training and approval of the company's internal regulatory documents, which regulate the activities of the company's personnel. These documents include the charter, organizational structure of management, collective agreement, staff list, job instructions, rules of internal labor procedures, regulations on structural subdivisions. These documents are mandatory for all employees, and failure to comply with them will result in disciplinary action.

The main functions of administrative methods are in ensuring a stable legal environment for enterprise activity, protecting the competitive environment, guaranteeing rights and freedoms.

Administrative methods of personnel management are based on the following systems:

- legislation of Ukraine (laws, codes, resolutions, instructions);
- regulatory documents adopted in departmental organizations (regulations, standards, instructions, methods);
- programs, plans, tasks that are being developed at enterprises;
- operational management (sanctions, orders, incentives).

Economic methods of personnel management is a way of exerting managerial influence on personnel based on the application of economic laws and economic categories. With their help, material stimulation of the team and individual employees is carried out.

Today, economic methods are playing a role one of the most important roles among other methods, as they represent a set of ways to influence personnel by creating economic conditions that encourage personnel to act in the direction necessary for the organization. Economic methods have an indirect nature of influence, their main task is to mobilize labor resources to achieve a certain result, through economic stimulation. The object of economic influence is basic human needs.

Economic management methods include [59, p. 51]:

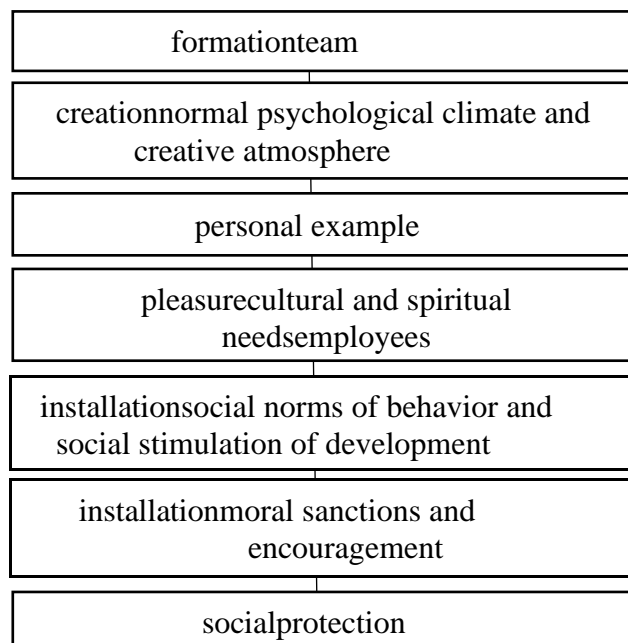
- methods, which are used by state and local authorities (financial and credit mechanism, tax system);
- methods that work at the enterprise (economic standards of economic activity, the system of material incentives for personnel, the system of responsibility for the quality and efficiency of work, participation in the profit of the enterprise).

Social-psychological methods are based on social relations, moral and psychological influence, use of moral incentives to work, influence on the employee with the help of psychological techniques to form his inner desire to perform the necessary work without administrative influence.

Socio-psychological methods is a way of exercising managerial influence on employees, based on the use of laws of sociology and psychology [61, c. 43]. The object of influence of socio-psychological methods is groups of people and individual personalities. According to the scale and methods of influence, these methods can be divided into:

- sociological methods, which are aimed at groups of people and their interaction in the process of production activity (the external world of a person);
- psychological methods that are aimed at influencing on the personality of a specific person (the inner world of a person).

The main tools of social and psychological methods of personnel management is (Fig. 1.17.).



Rice. 1.17. Tools of socio-psychological methods

Source: compiled by the author based on [58].

It should be noted that social-psychological methods quite often practically do not require significant material costs, but their results are extremely difficult to predict. It is worth emphasizing that psychological methods are used to create a favorable psychological climate in the team and are aimed at a specific individual, his values, feelings, inner world, guidelines for behavior.

Certain activities are carried out at the enterprise, that have a social and psychological impact on employees. The most common are the following: identifying the best employees through thanks, awards, awarding titles, providing the opportunity to participate in training, conferences, forums, seminars, involving personnel in the process of enterprise management and decision-making. All these conditions will contribute to increasing the motivation of employees, and therefore will determine the effectiveness of the company's personnel management system [57, p. 161].

To improve the efficiency of personnel management at enterprises of the construction sector of Ukraine, the following methods are most often used: an effective recruitment system; training and stimulation of professional growth of personnel; high organization of workplaces; systematic retraining and advanced training of workers; rational planning of working hours; ensuring stable employment; improvement of material and non-material work motivation methods; formation of organizational culture and creation of a favorable psychological microclimate in the team; development and implementation of a complex of socio-economic programs.

In modern conditions, one of the most urgent problems of the construction industry is ensuring the proper quality of construction and assembly works, which requires the provision of construction enterprises with personnel of the appropriate qualifications. In addition, the problematic issues of personnel management at enterprises of the construction sector are: the spread of the practice of temporary employment of workers; limitation of personnel evaluation methods; decrease in the level of prestige of the construction profession.

Today, enterprises use innovative methods to improve the personnel management system and motivate personnel. To such innovative methods of personnel management should include the following methods [8, p. 90]:

1. personnel selection - careful selection of candidates for a vacant position in order to obtain highly qualified employees who will help the company develop and increase its competitiveness. This method is characterized by the consistency and efficiency of the process of recruitment and selection of personnel, which contributes to a more structured process of selection and hiring of employees and determines the most suitable applicants for the workplace;

2. performance evaluation- the process of establishing equivalence between the characteristics of the employee and the requirements of the positions. This method allows the company to evaluate its employees regularly from the following points of view: from the point of view of the results achieved by them; from the point of view, due to which the employees achieved this, and how the obtained results can be improved;

3. staff training- staff qualification improvement through various trainings and seminars. This method allows employees to acquire new knowledge and skills, which will further contribute to innovations in the production process and in everyday work;

4. reward system- staff motivation with the help of various incentives and rewards. This is a motivational method that provides financial awards, incentives and other recognition to motivate staff to create new ideas and continuous development.

5. career management- achievement of goals in career growth. This method provides the employee with professional development due to internships, training and advanced training.

Thus, onbased on the research conducted in this section, the following conclusions can be drawn. Personnel management is a functional field of activity, the main task of which is to provide the enterprise with human resources at the right time, in the required quantity and required quality, their correct placement and stimulation for effective work, which will contribute to the achievement of the strategic goals of the enterprise.

The goal of personnel management is the formation of an effective team in

which employees work with their own interests in mind, and achievement of the strategic goal of the enterprise as a whole. This means improving the work of each employee in order for him to build up and use his own labor and creative potential and thereby contribute to the achievement of the company's goals.

GoalThe main goals of the company's personnel management are: promoting the achievement of the company's goals by providing the necessary personnel and effective use of their qualifications, experience, work capacity, strengths and professional advantages; formation of the company's corporate culture, involvement of personnel in fulfilling the requirements for the company's values and corporate style; resolving conflict situations and creating a favorable social and psychological climate in the company's team, which will encourage staff to work effectively. Personnel management methods are a way of influencing the team or an individual employee in order to achieve the set goals and coordinate their activities in the production process. The following methods of enterprise personnel management are distinguished: administrative, economic, socio-psychological methods.

## **SECTION 2.**

### **ANALYTIC EVALUATION OF THE PERSONNEL MANAGEMENT SYSTEM OF "INTERGAL-BUD" LLC**

#### **2.1. Technical and organizational characteristics of the LLC "Interhal-Bud"**

"Intergal-Bud" LLC was founded in 2003 in Lviv. The enterprise is part of the "Interhal" group of companies, whose enterprises were active in various spheres of the economy (foreign economic activity, agrarian business, fuel and energy sector). Today, the main activity of the group is development business. Over the years of its existence, LLC

"Intergal-Bud" was able to become the leader of the Ukrainian construction market and today it is included in the TOP-10 largest investment and construction companies of Ukraine. Thus, "Intergal-Bud" LLC was recognized as the largest developer in the city of Kyiv according to the results of 2022 [70].

"Intergal-Bud" LLC deals with a full range of operations in the construction and operation of real estate objects - from the search for land plots for construction, the development of a construction project and project concept, the execution of construction works to the commissioning of buildings. In addition, "Intergal-Bud" LLC provides a full range of consulting services to support investment projects in the field of construction.

"Intergal-Bud" LLC specializes on residential construction, mainly economy class. The main type of activity under KVED is: 41.20 Construction of residential and non-residential buildings.

"Interhal-Bud" became an ally for people who dream of their own home. No compromises between the client's wishes and the market offer - the project portfolio has many real estate options to satisfy the needs and requests of every buyer. Transform the process of purchasing housing from luxury, something inaccessible and risky into an opportunity available to everyone to live in their own comfortable home. Every year to strengthen its position as the most reliable

developer of Ukraine.

Table 2.1

Main types of works and services of Intergal-Bud LLC [70]

Designing	Urban development	Construction	Pre-investment project support
<p>development of pre-project proposals; topographic and geological prospecting; development of project-research documentation; development of a working project, working documentation; engineering network design; development of estimate documentation; author supervision; interior and exterior design projects, landscape design, etc.</p>	<p>development of urban planning documentation; urban planning justifications for the placement of individual objects</p>	<p>construction and reconstruction of residential and commercial real estate objects; engineering support of construction objects; repair and construction and installation works</p>	<p>design and land ownership documents; obtaining initial data and technical conditions for design; project support during examination and approval at all stages; development and implementation loyalty building programs public to the future development; preparation and implementation public hearings; assistance in obtaining permit documentation; analysis of the most effective use of the land plot: geographical marketing (measurements, analytics, competitive environment); engineering and technical assessment of the land plot; pre-investment legal expertise; development of the business</p>

Source: compiled by the author

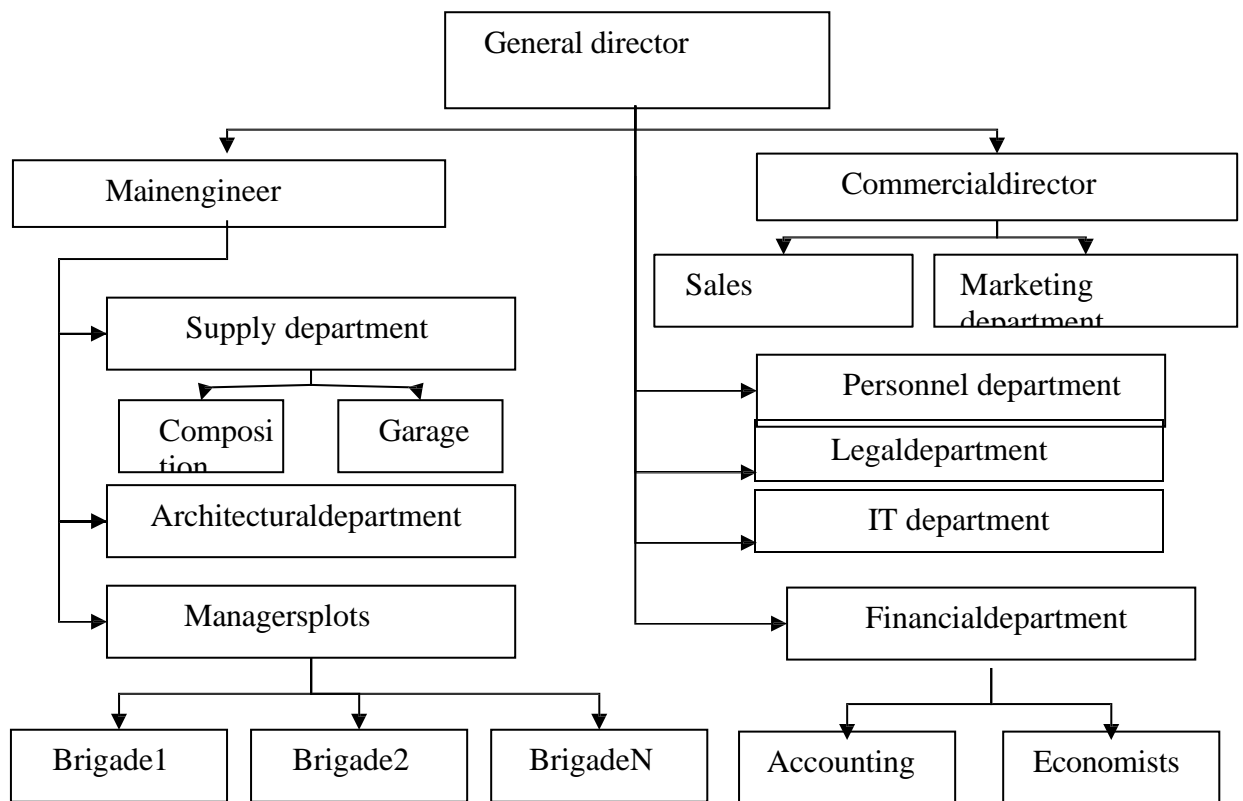
During its existence, Intergal-Bud LLC implemented more than 40 projects in the field of residential and commercial real estate, including 12 in the capital. Today, Intergal-Bud LLC is at the stage of implementation in Kyiv there are 12 residential real estate projects. These are residential complexes such as: "Akadem Kvartal" residential complex, "Holosiivskiy" residential complex, "Lukyanivskiy Cascade" residential complex, residential complex "Nyvky Park", Residential complex "Ozerniy Gai Gatne", Residential complex "Parkovi Oзера", Residential complex "City Hub", Residential complex "Sky Avenue", Residential complex "Prychal 8", Residential complex "Syretski Sady",

Residential complex No. Teremky", BFC"Interhal City".

Main types of workand services of "Intergal-Bud" LLC are presented in the table.

2.1.

Mission of "Intergal-Bud" LLC is the creation of modern quality products, able to satisfy the wishes of customers as much as possible, taking care of preserving the architectural heritage and urban planning traditions of Kyiv and other cities. The operating system of "Intergal-Bud" LLC functions on the basis of a clearly constructed organizational structure of the enterprise, because it directs the operating system to the execution of the main production process by creating the necessary management relationships for this. The organizational structure of "Intergal-Bud" LLC is shown in Fig. 2.1.



Rice. 2.1. Organizational structure of Intergal-Bud Management LLC

Source: compiled by the author

As you can see, "Intergal-Bud" LLC is characterized by a linear and functional management system. Such a management system was developed gradually during the development of the enterprise. The main principle is the separation of powers and responsibilities by function and vertical decision-making. Management at "Intergal-Bud" LLC is carried out according to a linear scheme, and functional divisions help line managers in solving relevant management functions.

When developing the organizational structure, the management of the enterprise took into account the norms of management, the maximum number of employees for the formation of independent structural units and the number of levels of management. At the moment, this structure corresponds to the specifics of the company's activities, and therefore does not need to be changed. This organizational structure is focused on the following tasks: creation of conditions for effective business while simultaneously increasing the level of the technological process; ensuring the development of new types of services and products. The use of a linear functional management structure has both positive and negative aspects.

A positive factor there is a combination of advantages of linear and functional structures. Among the negative points of this type of structure can be mentioned: the complexity of mutual and linear and functional managers, as well as resistance to changes in the organization (due to overloading of line and functional managers).

The highest level of management of Intergal-Bud LLC is the general director, who is fully responsible for the management of the current activities of the enterprise, directly subordinate to him: the chief engineer, the head of the supply department, the architect department, the chief accountant, the head of the sales department, the marketing department, the heads of the financial department, the personnel department and lawyers.

The general director is directly subordinated to the commercial director. "Intergal-Bud" LLC uses a democratic style

management. The director mobilizes the group on the collective development of solutions and their collective implementation, organizes a systematic exchange of information and opinions, acts on subordinates with convictions, advice, and arguments. The organizational management structure of "Intergal-Bud" LLC includes not only the organization of technological processes in matters of preparation, development, design and construction, but also the organization of the work of a highly qualified team.

For production, commercial and financial activities, the enterprise is equipped with the necessary number of personnel of various categories: workers, specialists, employees. The average number of personnel as of the end of 2022 was 2,852 [70].

Since currently in the conditions of martial law, all operational processes of economic entities are under the influence of a number of factors of the external environment (political - political instability in the country, caused by the influence of martial law; economic factors - deterioration of macroeconomic indicators (reduction of gross domestic product, increase in the level of inflation, increase in the level of unemployment, reduction of the volume of import-export operations, etc.); factors characteristic only of war conditions - blackouts, shelling, etc.), it is necessary to present the analysis of the trends of the construction services market of Ukraine, which was formed in the conditions of a full-scale war.

It is important to emphasize that the conditions of martial law have a negative impact on the development of all branches of the economy, and the construction services market is no exception. Military actions in the country have a negative impact on the personnel management system of the organization, since most enterprises are unable to fully work, which forces the management to reduce staff or reduce budgets for labor costs [5].

Construction in Ukraine is of crucial importance for the economic system, therefore instability in the conditions of war will have a negative impact not only

on the performance indicators of this sector of the economy, but also on economic stability in the country in general.

It should be noted that there is a close relationship between the efficiency of the construction sector and economic well-being of the country. In particular, in the countries of the European Union, in which the macroeconomic situation is mostly stable, the construction industry in terms of production volume is on average 5-7% of the total gross domestic product.

In Table 2.2, it is appropriate to provide information about the GDP of Ukraine and the share of the construction services sector [71].

Table 2.2

Information on the GDP of Ukraine and the share of the construction services sector

No	Year	GDP, mln.	GDP construction sector, mln.	Fraction GDP of the construction
1	2018	3560302	81259	2.3%
2	2019	3977198	107430	2.7%
3	2020	4222026	119441	2.8%
4	2021	5450849	150312	2.8%
5	2022	5191028	99560	1.9%

Source: compiled by the author based on the data of the State Statistics Service of Ukraine

So, in 2018, the construction sector accounted for 2.3% of production. In 2022, this share was 1.9%. The share of construction in the country's gross domestic product for 2020-2021 — during the active spread of the coronavirus pandemic — was 2.8%. In the year of martial law, the share decreased to 1.9%, which is explained by the inability to fully work for most construction companies in the East of Ukraine, where active hostilities are taking place. This also caused a general reduction of the gross domestic product in the country and the construction industry in particular.

Expedient there is an analysis of the dynamics of the total GDP and GDP by construction industry (Table 2.3.) [71]

Table 2.3

Analysis of the dynamics of the total GDP and GDP by construction industry

No	Year	GDP / growth rate,	GDP construction sector / growth rate, %
1	2018	-	-
2	2019	112%	132%
3	2020	106%	111%
4	2021	129%	126%
5	2022	95%	66%

Source: compiled by the author according to the data in table 2.2

GDP growth rate in the construction sector slowed down in comparison with the general dynamics of GDP in all sectors (Fig. 2.2).

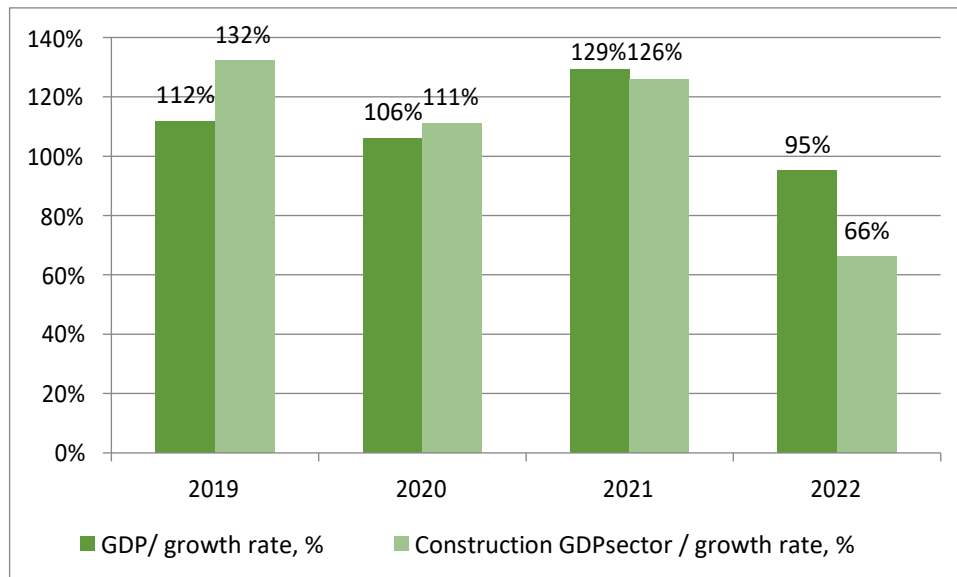


Fig. 2.2. Analysis of dynamic total GDP and GDP by construction industry, %

Source: compiled by the author according to the data in table 2.3

Factors caused by the start of hostilities in Ukraine, hit the domestic market of building materials, significantly reducing its scope of activity. Today, the lion's share of enterprises in Ukraine have a difficult situation with the availability of working capital and reserves, which have been exhausted in a year. Thus, at the beginning of 2022, part of the construction enterprises reoriented themselves to help the Armed Forces of Ukraine, freezing

part projects and producing anti-tank hedgehogs, camouflage nets and transferring tons of sand to strengthen strategic structures. In general in the first half of 2022, a large number of enterprises in the construction industry were forced to suspend or limit production of construction services and construction materials due to intense shelling, high gas prices, and low market demand [5].

Expedient there is an analysis of the number of personnel employed in the construction industry (Table 2.4).

Table 2.4

Analysis of the number of personnel employed in the construction industry

No	Year	The total number of personnel, thousands of	The number of personnel employed in the construction industry, thousands of	The share of personnel employed in the construction industry, %
1	2018	16360.9	665.3	4.1%
2	2019	16578.3	699.0	4.2%
3	2020	15915.3	664.4	4.2%
4	2021	15610.0	690.8	4.4%
5	2022	12615.0	620.5	4.9%

Source: compiled by the author based on the data of the State Statistics Service of Ukraine

So, in 2022, 62.5 thousand people were employed in the construction sector, which is 4.9% of the total number of personnel in all sectors of the economy. In 2018, 665.3 thousand people worked in the sector, in 2019 this number increased and amounted to 699 thousand people. Reduction in the number of personnel is typical for the period of the pandemic.

Expedient there is an analysis of the dynamics of the number of personnel in general on the labor market in Ukraine and the market of construction services (Table 2.5.)

Table 2.5 Analysis of the dynamics of the number of personnel as a whole in the labor market Ukraine and the construction services market

No	Year	The total number of personnel,	The number of personnel employed in the construction
1	2018	-	-
2	2019	101%	105%
3	2020	96%	95%

1	2	3	4
4	2021	98%	104%
5	2022	81%	90%

Source:compiled by the author according to the data in table 2.4

So, the slowing down of the pace of personnel reduction in the construction industry is characteristic in comparison with the general dynamics of the market (Fig. 2.3).

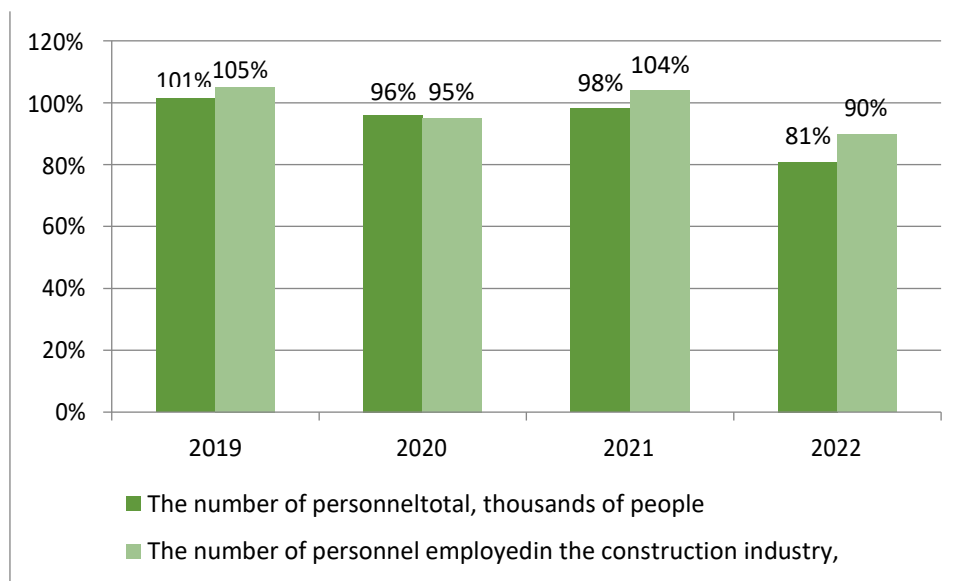


Fig. 2.3. Analysis of dynamics number of personnel as a whole in the labor market in Ukraine and the market of construction services, %

Source:compiled by the author according to the data in table 2.5

Based on the data on the gross domestic product and the number of personnel presented in Tables 2.2 and 2.4, it is possible to calculate the GDP indicator / per 1 employee (similar to the labor productivity indicator at the level of an individual enterprise). In 2018, GDP per employee in all sectors of the economy in Ukraine amounted to UAH 217.61 million. / 1 thousand hryvnias employed persons. As for the analysis of the construction sector, the GDP of the construction industry per 1 employee amounted to UAH 122.14 million in 2018. / 1 thousand hryvnias employed persons. In 2022, respectively, these indicators amounted to 411.50 million hryvnias. / 1 thousand people and 160.45 million hryvnias. / 1 thousand people

Table 2.6

## Calculation of the indicator GDP / per 1 employee

No	Year	GDP per 1 employee, mln. UAH. / 1 thousand hryvnias employed persons	GDP of the construction industry per 1 employee, UAH million. / 1 thousand hryvnias employed persons
1	2018	217.61	122.14
2	2019	239.90	153.69
3	2020	265.28	179.77
4	2021	349.19	217.59
5	2022	411.50	160.45

Source: compiled by the author according to the data of tables 2.2 and 2.4

Expenditure there is an analysis of the dynamics of "GDP per 1 employee" indicators (Table 2.7.).

Table 2.7

## Analysis of the dynamics of "GDP per 1 employee" indicators

No	Year	Tempo of growth - GDP per 1 employee, UAH million. / 1 thousand hryvnias	Tempo of growth - GDP of the construction industry per 1 employee, UAH million.
1	2018	-	-
2	2019	110%	126%
3	2020	111%	117%
4	2021	132%	121%
5	2022	118%	74%

The growth rate of the indicator overall market share was 118% in 2022 compared to 2021. This dynamic is explained by the slowdown in the rate of growth of the number of personnel over the rate of growth of the gross domestic product. As for the construction services market, the indicator decreased, which proves the reduction in the efficiency of the use of labor resources by construction organizations. This problem needs to be solved, therefore it is proposed to consider it on the example of a separate enterprise - LLC "Intergal-Bud".

It should also be noted that in the second half of 2022, the main challenge for the full-fledged work of enterprises in the construction industry was the limits

consumption of electricity due to damage to the energy infrastructure. In 2023, one of the positive changes in construction that will contribute to the improvement of the situation on the market is the resumption of the work of construction enterprises that stopped their processes due to a lack of electricity [5].

## 2.2. Peculiarities of personnel policy of the LLC "Interal-Bud"

Exploring peculiarities of personnel policy of "Intergal-Bud" LLC, it is advisable to conduct the following analysis.

The analysis of the personnel potential of "Intergal-Bud" LLC involves the analysis of dynamic the number of personnel of the enterprise, assessment of its structure by age, gender, categories of personnel and level of education. It is also appropriate to conduct an analysis of the labor fund; analysis of the dynamics of the average annual salary of personnel in comparison with the average salary in the labor market of Ukraine.

Table 2.8

Analysis of the personnel structure of "Intergal-Bud" LLC for 2020-2022 according to different signs

No	The name of the indicator	Actual value per year			Change			
		2020	2021	2022	absolute		growth rate, %	
					2021-2020	2022-2021	2021-2020	2022-2021
1	2	3	4	5	6	7	8	9
1	Average roster number by age, persons:	2713	2758	2852	45	94	2%	3%
	up to 20 years	407	441	456	34	15	8%	3%
	21-30 years	1275	1296	1369	21	73	2%	6%
	31-40 years	624	607	627	-17	21	-3%	3%
	41-50 years	271	303	257	32	-47	12%	-15%
	above 51 years	136	110	143	-25	32	-19%	29%

Continuationtable 2.8

1	2	3	4	5	6	7	8	9
2	Distribution by age, %							
	up to 20 years	15%	16%	16%	1%	0%	-	-
	21-30 years	47%	47%	48%	0%	1%	-	-
	31-40 years	23%	22%	22%	-1%	0%	-	-
	41-50 years	10%	11%	9%	1%	-2%	-	-
	above 51 years	5%	4%	5%	-1%	1%	-	-
3	Number employees by divisions, individuals	2713	2758	2852	45	94	2%	3%
	construction department	1112	1103	1198	-9	95	-1%	9%
	architectural department	407	414	456	7	43	2%	10%
	sales department	353	386	342	33	-44	9%	-11%
	administrative staff	570	607	627	37	21	6%	3%
	other subdivisions	271	248	228	-23	-20	-9%	-8%
4	Distribution by divisions, %							
	construction department	41%	40%	42%	-1%	2%	-	-
	architectural department	15%	15%	16%	0%	1%	-	-
	sales department	13%	14%	12%	1%	-2%	-	-
	administrative staff	21%	22%	22%	1%	0%	-	-
	other subdivisions	10%	9%	8%	-1%	-1%	-	-
5	Number by sex, persons	2713	2758	2852	45	94	2%	3%
	men	1845	1931	1996	86	66	5%	3%
	women	868	827	856	-41	28	-5%	3%
6	Gender distribution, %							
	men	68%	70%	70%	2%	0%	-	-
	women	32%	30%	30%	-2%	0%	-	-
7	Number by level of education,	2713	2758	2852	45	94	2%	3%
	higher	868	910	998	42	88	5%	10%
	unfinished higher	787	827	770	41	-57	5%	-7%
	average professional	1058	1020	1084	-38	63	-4%	6%
8	Distribution by level of education,							
	higher	32%	33%	35%	1%	2%	-	-
	unfinished higher	29%	30%	27%	1%	-3%	-	-
	average professional	39%	37%	38%	-2%	1%	-	-

Source: compiled by the author based on company data

According to the data in Table 2.8, the stability of the personnel structure of the LLC is noted "Interhal-Bud" for 2020-2022 on various grounds. The largest

share staff accounts for on the construction department and the architectural department, which is explained by the logic of the main activity of the company - construction and architectural services (Fig. 2.4).

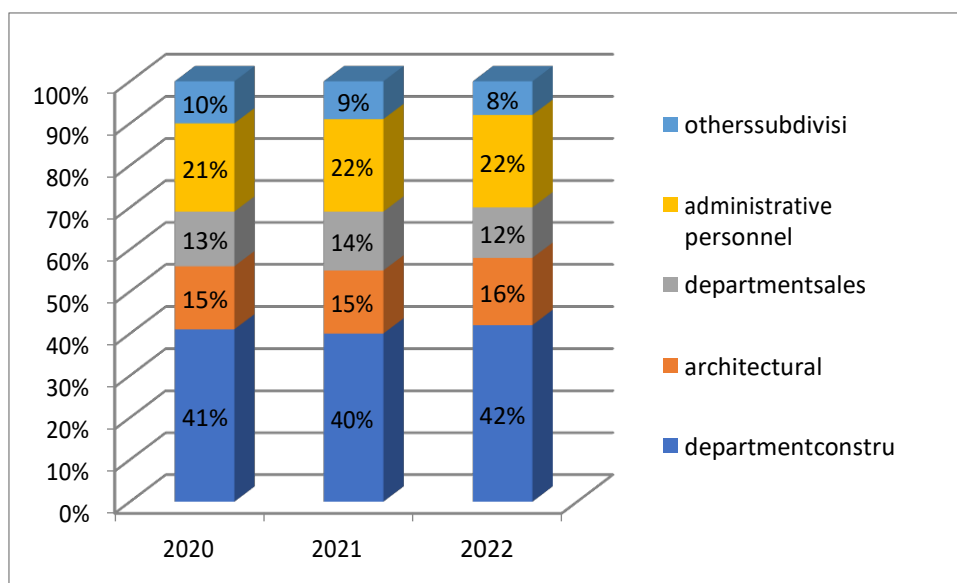


Fig. 2.4. Structure personnel of Intergal-Bud LLC for 2020-2022 divisions, %

Source: compiled by the author according to the data of table 2.8

As for gender characteristics, men mostly work at the enterprise, which is explained by complex operational processes, especially at construction sites (Fig. 2.5).

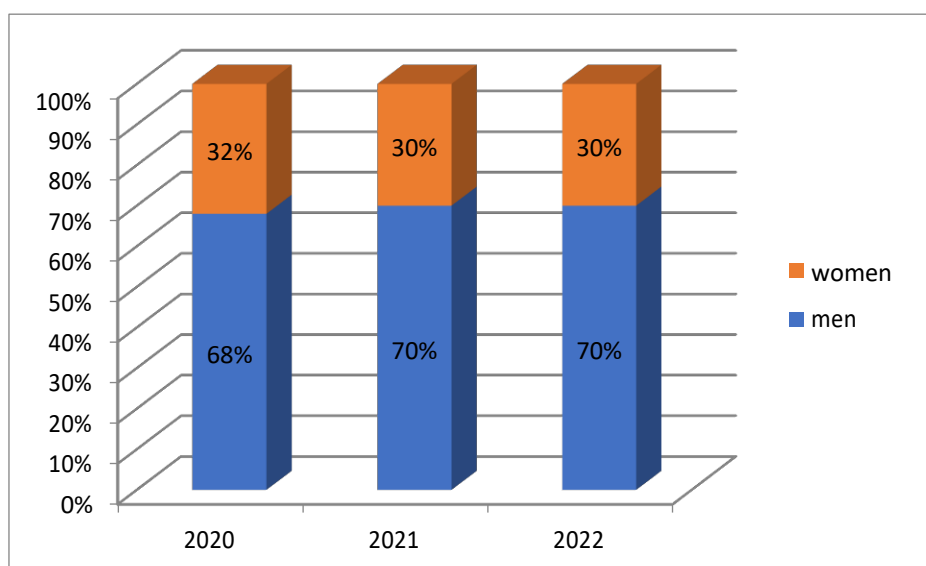


Fig. 2.5. Structure personnel of Intergal-Bud LLC for 2020-2022 by gender, %

Source: compiled by the author according to the data of table 2.8

The personnel structure is dominated by specialists with higher education (mainly administrative staff and heads of structural divisions) and with special secondary education (mostly employees of construction specialties) (Fig. 2.6).

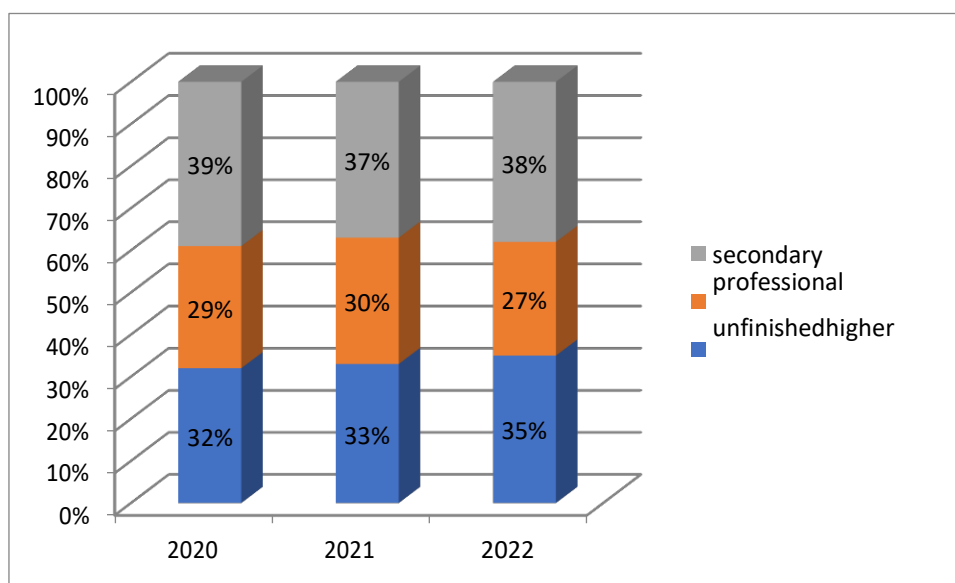


Fig. 2.6. Structure personnel of Intergal-Bud LLC for 2020-2022  
level education, %

Source: compiled by the author according to the data of table 2.8

In 2022, there was an increase in the number of personnel by 94 people compared to the number of personnel in 2021. In 2020, the number of the company's personnel was 2,713 people, which is less than the number of personnel for 2021-2022. It should also be noted that the company's projects are mostly presented in the city of Kyiv, so there were no staff reductions in 2022, but the company reduced some of its staff in 2023, as some projects were frozen, and such a need for staff ceased to be necessary.

Table 2.9 compares the average salary paid to the staff of Intergal-Bud LLC with the minimum wage and the average salary for the labor market in Ukraine.

Comparison of the average salary paid to the employees of the LLC  
"Intergal-Bud", with a minimum wage, with a wage average for the labor market in  
Ukraine

No	The name of the indicator	Actual value per year			Change			
		2020	2021	2022	absolute		tempogrowth %	
					2021-2020	2022-2021	2021/2020	2022/2021
1	2	3	4	5	6	7	8	9
1	average wages for the enterprise, thousand hryvnias in a month	15.8	17.85	17.95	2.05	0.1	13.0%	0.6%
2	Minimum wage in Ukraine, thousand hryvnias in a month	5	6.5	6,7	1.5	0.2	30.0%	3.1%
3	average wages on the labor market of Ukraine, thousand hryvnias in a	12.76	14.9	15.44	2.14	0.54	16.8%	3.6%
4	Correlation "Average staff salary / "Minimum wage"	316%	275%	268%	137%	50%	-	-
5	Correlation "Average staff salary / "Average wages on the labor market of Ukraine"	124%	120%	116%	96%	19%	-	-

Source: compiled by the author based on the data of the enterprise and the State Statistics Service

Presented in table 2.9, the data show the increase in wages per enterprise in 2022 compared to 2021. The salary increased in 2022 compared to 2021 by 0.10 thousand hryvnias. The salary at Intergal-Bud LLC is twice the minimum wage, which proves the sufficient level of motivation of the staff at the company, although the level of salary at the company should not be considered worthy.

Appropriate also provide an analysis of financial and economic indicators the company's activities, analyze the structure of the company's personnel costs, determine labor productivity (compare it with data on all branches of the economy

and the construction sector (GDP per 1,000 people), which is given in subsection 2.1).

Table 2.10

Financial and economic performance indicators of "Intergal-Bud" LLC according to 2020-2022 year

No	The name of the indicator	Actual value per year			Change			
		2020	2021	2022	absolute		tempogrowth %	
					2021-2020	2022-2021	2021/2020	2022/2021
1	2	3	4	5	6	7	8	9
1	Net income from the provision of services,	2125803	2617315	1250289	491512	-1367026	23.1%	-52.2%
2	Net profit, thousand hryvnias.	-3113	5235	7963	8348	2728	-268.2%	52.1%
3	Assets, thousand	1947033	2020317	1749317	73284	-271000	3.8%	-13.4%
4	Obligation, thousand	1837770	1952653	1739803	114883	-212850	6.3%	-10.9%
5	Labor productivity, thousand	784	949	438	165	-511	21.1%	-53.8%
6	Profitability of activity, %	-0.15%	0.20%	0.64%	0.35%	0.44%	-236.6%	218.4%
7	Profitability assets, %	-0.16%	0.26%	0.46%	0.42%	0.20%	-262.1%	75.7%
8	Personnel expenses, thousand	655161	749084	782366	93922	33283	14.3%	4.4%
	labor costs, thousand hryvnias	627549	720732	749471	93182	28740	14.8%	4.0%
	training expenses, thousand	27612	28352	32895	740	4543	2.7%	16.0%
9	In total expenses	1597465	1957751	929754	360286	-1027998	22.6%	-52.5%
10	Fraction personnel costs in the total cost structure, %	41%	38%	84%	-3%	46%	-6.7%	119.9%

Source: compiled by the author based on company data

It should be noted the decrease in the net income of the enterprise in 2022 compared to 2021. This dynamic is explained by the reduction in the scope of activities due to full-scale hostilities on the territory of Ukraine. Thus, in 2022, net income amounted to 1,250,289 thousand hryvnias, which is 52% less than in 2021 (Fig. 2.7).

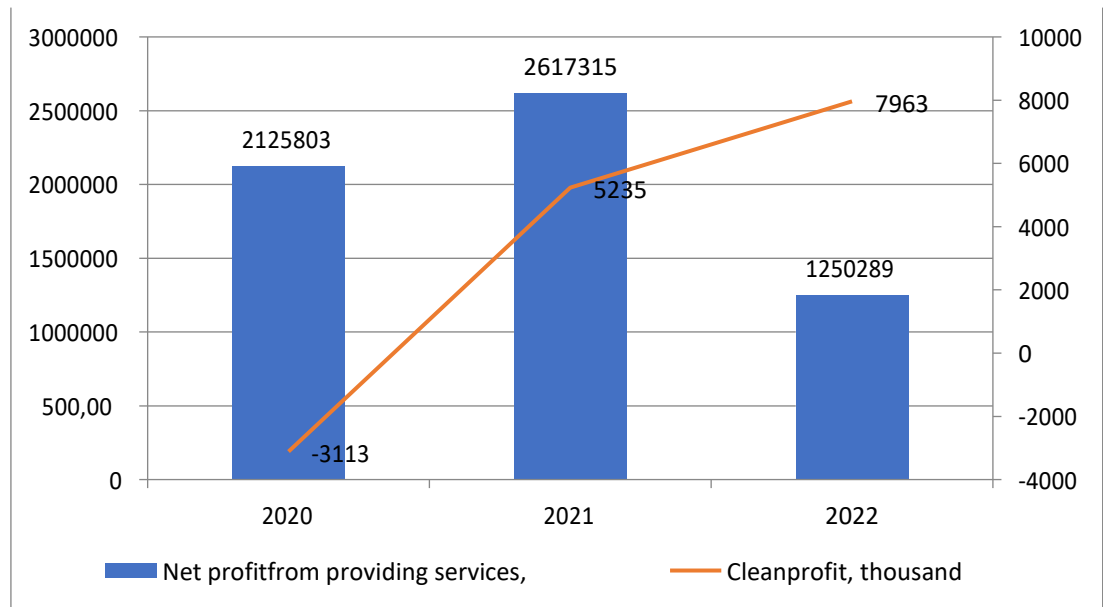


Fig. 2.7. Dynamics of the net income of "Intergal-Bud" LLC for 2020-2022, thousand hryvnias

Source: compiled by the author according to the data of table 2.10

Costs for personnel in 2022 amounted to 782,366 thousand hryvnias. The maximum share in the structure of personnel costs is occupied by labor costs (Fig. 2.8). Labor costs in 2022 amounted to UAH 749,471 thousand. The dynamics towards the growth of these costs was noted, which is explained by the increase in the number of personnel. Labor costs accounted for 84% of the total personnel costs in 2022, while the share of labor costs in 2021 was 38%.

Also, a significant increase in the share of expenses for personnel wages in the general structure of personnel costs of "Intergal-Bud" LLC is explained by the company's anti-crisis measures in the conditions of martial law - despite a sharp reduction in the volume of completed construction works, the company continues

to pay staff salaries, because after the Victory it plans to increase the volume of construction and, if the staff is reduced at the moment, the company will then be able to face the problems of recruiting qualified personnel.

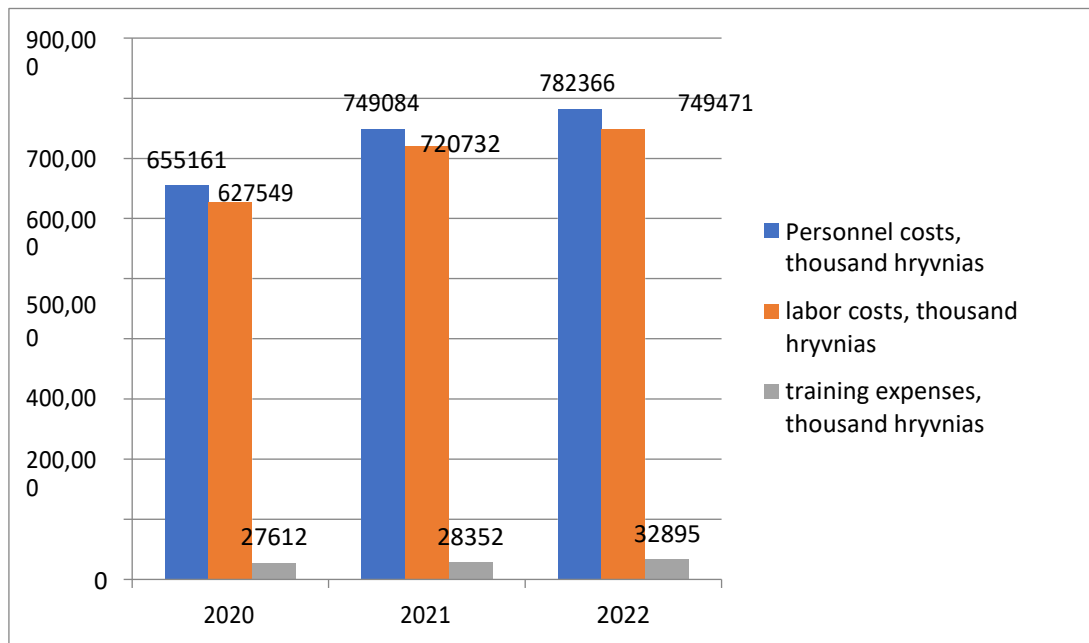


Fig. 2.8. Structure personnel costs of "Intergal-Bud" LLC for 2020-2022

Source: compiled by the author according to the data of table 2.10

CoThe company pays a lot of attention to personnel training, which has a positive effect on increasing the motivation of employees and their level of knowledge, and as a result, improving the quality of construction services.

There was a reductionthe labor productivity indicator almost doubled, which is explained by a significant reduction in the net income of the business organization. In Table 2.11, it is appropriate to compare the dynamics of the labor productivity indicator of "Intergal-Bud" LLC with a similar indicator for the market as a whole and the construction services sector.

Analyzing the dynamics of the three presented indicators, it should be noted the reduction of the labor productivity indicator in the construction sector and the analyzed enterprise (respectively-26% and -54%).

Table 2.11

Comparison of the dynamics of the labor productivity indicator of Intergal LLC Bud" with a similar indicator for the market as a whole and for the construction services sector

No	The name of the indicator	Actual value per year			Change			
		2020	2021	2022	absolute		tempogrowth %	
					2021-2020	2022-2021	2021/2020	2022/2021
1	2	3	4	5	6	7	8	9
1	Indicator in general on the labor market, mln. hryvnias. / 1 thousand	265.28	349.19	411.5	83.91	62.31	32%	18%
2	Indicator by the construction services sector, million hryvnias. /	179.77	217.59	160.45	37.82	-57.14	21%	-26%
3	Labor productivity index per enterprise, thousand hryvnias / 1 person	784	949	438	165	-511	21%	-54%

As for the trends of the indicator as a whole in the labor market in Ukraine, it increased by 18% in 2022 compared to 2021, which is explained by the growth rate of the number of personnel exceeding the rate of changes in the gross domestic product (reduction by 26%).

### **2.3. Diagnostics of the personnel management system of the LLC "Interhal-Bud"**

In this section, we will present the personnel management diagnostics of the Intergal-Bud LLC enterprise. Problems of personnel management in the LLC "Intergal-Bud" relies on the personnel department, the organizational structure of which is shown in Fig. 2.9.

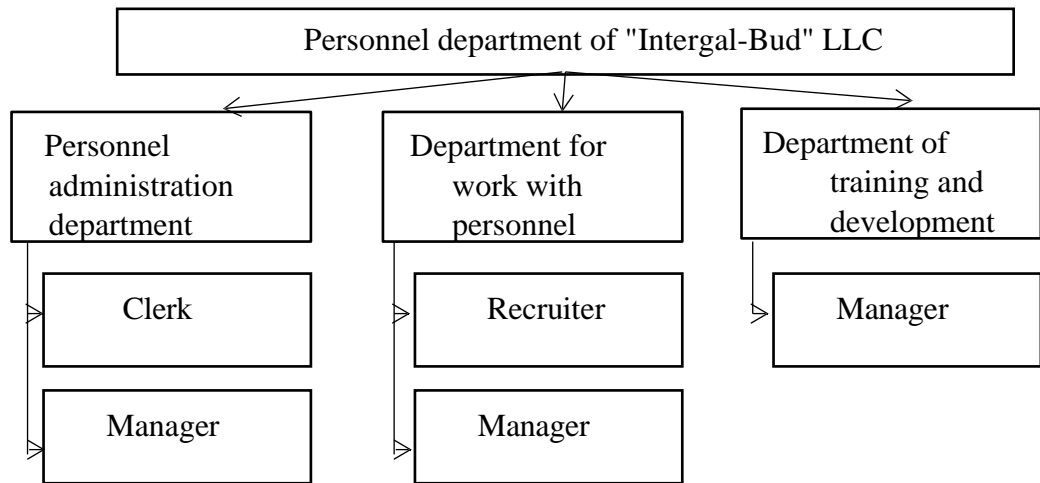


Fig. 2.2. Organizationalthe structure of the personnel department of Intergal LLC Bud"

Source:compiled by the author based on company data

As shown in Fig. 2.9, the personnel department consists of three divisions: the personnel administration department, the personnel department, and the training and development department. Table 2.12 provides a description of the functions performed by employees of the personnel department of "Intergal-Bud" LLC.

Table2.12

Description of the functions of personnel department employees

No	Subdivision of the personnel management	Functionsemployees of personnel management departments
1	Personnel administration department	Conductingpersonnel documentation: registration of orders for admission, transfer to another department, orders for dismissal, for vacations, registration of documents for sick leave. Documentation archiving. Designemployment contracts, management of personal affairs of
2	Department of training and	Draftingindividual staff development plans, drawing up training plans: internal and external trainings for staff.
3	Department for work with personnel	Search for personnel: compiling a job description, posting vacancies on employment sites, conducting interviews. Personnel planning by determining the need for personnel by position. Drawing up personnel adaptation plans, assigning control of personnel adaptation processes

Source:compiled by the author based on company data

So, for now in the structure of the personnel department of "Intergal-Bud" LLC, the full implementation of tasks in the following areas of personnel management is noted: personnel administration, personnel administration, organization of personnel recruitment, development and training processes, organization of adaptation and mentoring processes.

Table 2.13

Number of personnel of the personnel department of "Intergal-Bud" LLC

No	Unit	Position	Tasks	How manyt
1	2	3	4	5
1	Personnel administration department	Clerk	Personnel administration, archiving of documents, arrangement of orders, personal files	1
		Manager	Design personnel documents. Preparation of sick leave for accounting	3
		Head department	General management of the department, determination of the department's development strategy, distribution of responsibilities among the department's employees, control of task	1
In total personnel - Personnel Administration Department				5
2	Department for work with personnel	Recruiter	Drafting description of vacancies together with the head of the department in which personnel must be selected. Conducting interviews, questionnaires, testing, etc. Organization of meetings of the candidate with management	3
		Manager	Planning personnel, analysis of the state of personnel potential of a business organization. Making plans for staff adaptation	2
		Head department	General management of the department, determination of the department's development strategy, distribution of responsibilities among the department's employees, control of task performance, planning of the department's work.	1
In total personnel - Department for work with personnel				6
3	Department of training and development	Manager	Drafting individual staff development plans, drawing up training plans	2
		Head department	General management of the department, determination of the department's development strategy, division of responsibilities, control of task performance, planning of the department's	1
In total personnel - Department of training and development				3
4	Personnel department	Head	General department management	1
In total department staff				15

Source: compiled by the author

In table 2.13, it is appropriate to present information on the number of employees of the personnel department of Intergal-Bud LLC. A total of 15 people work in the personnel department. Therefore, a clear division of tasks among employees of the personnel department of "Intergal-Bud" LLC is characteristic.

Diagnostics of the personnel management system in "Intergal-Bud" LLC will be carried out according to the main directions shown in Fig. 1.5.

1. Analysis of the state of the personnel potential of the enterprise- business entity of "Intergal-Bud" LLC. A detailed analysis of the personnel structure and indicators of the effectiveness of the use of personnel is provided in subsection 2.2.

2. Personnel training. Planning the number of personnel in the LLC "Intergal-Bud" is happening based on the estimated number of projects and construction sites. The number of specialists in construction specialties depends on the amount of construction work performed, which is indicated in quantitative indicators in the construction cost estimate. As for the planning of the number of administrative personnel, it is also based on certain criteria and indicators that determine the nature of the work performed. For example, for accounting specialists, the basis for determining the number of necessary personnel is the number of business transactions, the number of documents, the number of counterparties (debtors, creditors); for the legal department - the number of concluded contracts, the number of counterparties (debtors, creditors); for employees of the personnel department - the number of personnel, components of the personnel management system, etc.

The main goal of the personnel planning process at "Intergal-Bud" LLC includes the development of an effective personnel policy; implementation of personnel development measures; provision of opportunities for promotion of the organization's personnel; defining the goals of the organization and each employee; maximum convergence of the goals of the organization and each employee; providing the organization with the necessary human resources, etc. The main types of personnel

planning used the enterprise has long-term (forecast of 3 or more years) and short-term (not more than 1 year).

3. Staff adaptation processes. Adaptation measures are developed for all categories of personnel regardless of the tasks performed. Staff adaptation includes mentoring and training. Personnel department specialists and heads of structural units are responsible for effective adaptation. The head of the structural division monitors the implementation of the adaptation plan, provides assistance to the new employee. At the end of the adaptation week, the manager organizes a meeting with the employee, where they discuss problems in the organization of work and develop measures to improve the efficiency of adaptation processes.

4. Selection and hiring of personnel. Selection at the "Intergal-Bud" LLC enterprise is organized using the following personnel search channels: search on employment sites; posting of vacancies on the website of the LLC "Intergal-Bud"; participation at job fairs; cooperation with higher educational institutions where students of construction specialties study (students are invited to undergo practice with subsequent employment).

5. The release of personnel involves a set of measures in relation to compliance with legal norms and psychological and organizational support of the company's management during the dismissal of personnel. When an employee is dismissed, the reasons are clarified in order not to repeat these mistakes in the organization of the personnel management system.

Based on the research presented in this section, the following conclusions should be drawn. The practical section is based on the materials of the LLC "Intergal-Bud". "Intergal-Bud" LLC deals with a full range of construction operations and operation of real estate objects - from the search for land plots for construction, the development of a construction project and project concept, the execution of construction works to the commissioning of buildings. In addition, "Intergal-Bud" LLC provides a full range of consulting services to support investment projects in the field of construction. The mission of Intergal LLC

Bud" is the creation of modern, high-quality products that can satisfy the wishes of customers as much as possible, taking care of the preservation of the architectural heritage and town-planning traditions of Kyiv and other cities. The operating system of "Intergal-Bud" LLC functions on the basis of a clearly constructed organizational structure of the enterprise, because it directs the operating system to the execution of the main production process by creating the necessary management relationships for this.

The personnel department of "Intergal-Bud" LLC is formed of three divisions: personnel administration department, personnel department, training and development department. Currently, in the structure of the personnel department of "Intergal-Bud" LLC, the full implementation of tasks in the following contours of personnel management is noted: personnel administration, personnel administration, organization of personnel recruitment, development and training processes, organization of adaptation and mentoring processes.

The stability of the personnel structure of "Interhal-Bud" LLC is noted for 2020-2022 on different grounds. The largest share of personnel belongs to the construction department and the architectural department, which is explained by the logic of the company's main activity - construction and architectural services. In 2022, there was an increase in the number of personnel by 94 people compared to the number of personnel in 2021. The salary increased in 2022 compared to 2021 by 0.10 thousand hryvnias. The salary at Intergal-Bud LLC is twice the minimum wage, which proves the sufficient level of motivation of the staff at the company, although the level of salary at the company should not be considered worthy. There was a reduction in the labor productivity indicator almost by half, which is explained by a significant reduction in the net income of the business organization.

Diagnostics of the personnel management system in "Intergal-Bud" LLC, carried out in the main directions:

↓ *αναλυσισ* of the state of the enterprise's personnel potential — of the business entity "Intergal-Bud" LLC.

Detailed analysis of the personnel structure and indicators of the effectiveness of the use of personnel are given in subsection 2.2;

↓ **personnel planning**. Planning of the number of personnel in Ltd "Interhal-Bud" is happening based on the estimated number of projects and construction sites. The number of specialists in construction specialties depends on the volume of construction work performed, which is indicated in quantitative indicators in the construction cost estimate;

↓ **adaptive activities** are developed for all categories of personnel regardless of the tasks performed. Staff adaptation includes mentoring and training. Personnel department specialists and heads of structural units are responsible for effective adaptation. The head of the structural division monitors the implementation of the adaptation plan, provides assistance to the new employee;

↓ **selection** on the enterprise "Intergal-Bud" LLC is organized using the following personnel search channels: search on employment sites; posting of vacancies on the website of "Intergal-Bud" LLC; participation in job fairs; cooperation with higher educational institutions where students of construction specialties study (students are invited to undergo practice with subsequent employment);

↓ **release** staff provides for a set of measures regarding compliance with legal norms and psychological and organizational support of the company's management in the event of personnel dismissal. When an employee is dismissed, the reasons are clarified in order not to repeat these mistakes in the organization of the personnel management system.



### SECTION 3.

## DIRECTIONS OF IMPROVING PERSONNEL MANAGEMENT OF "INTERGAL-BUD" CONSTRUCTION LLC

### 3.1. Peculiarities of the personnel management system in the conditions of martial law

Full scale war has become a real challenge for all business entities. All contours of modern enterprise management have undergone changes: management of financial and economic activities (financial management), management of marketing activities (product, price, communication policies, etc.), sales management, personnel management.

The personnel management system underwent significant changes for the following reasons:

↓ *through abbreviation orders* (in particular in the construction sector). The company's income decreased, and accordingly, problems arose regarding the payment of staff wages (timeliness and completeness of its payment). Revenues are declining, but staff must be paid. Many enterprises have reduced some staff units due to the impossibility of timely and full payment of their labor. However, this measure is somewhat risky from the point of view of further problems for the enterprise after the Victory with the search for highly qualified personnel;

↓ *impossibility implementation full activity* through risks associated with martial law - shelling, problems with electricity supply and Internet service provision, etc.;

↓ *part of the staff resigned* because of danger stay in Ukraine, especially for women (they left the country with their children, in an LLC "Interhal-Bud" women represent mostly administrative personnel) and men (who were allowed to travel abroad and left for the borders of Ukraine - in "Intergal-Bud" LLC, men mostly represent the production (construction) staff).

Not an exception the analyzed enterprise "Intergal-Bud" LLC, which found itself in critical business conditions due to the full-scale war in Ukraine, became the analyzed enterprise:

- there was a reduction in income due to the freeze a number of construction projects;
- part of the staff was dismissed;
- arose problems with work on construction sites due to problems with power supply (construction equipment and construction machinery work from power supply networks, in the absence of electricity it is impossible to use this equipment, and the use of generators in this case is very expensive);
- problems with the supply of construction materials due to the disruption of logistics chains, which caused the freezing of construction projects (and, as a result, the reduction of revenues from the implementation of these projects).

Therefore, the above proves that the rapid changes in the labor market of Ukraine, associated with the martial law, increase the importance of the functions of the personnel management service in every business organization. An effective personnel management policy in martial law conditions will contribute to ensuring prompt management response in the direction of reducing the consequences of current events.

Anti-crisis measures in the enterprise management system must guarantee the success of business activities and adapt personnel management activities to the new realities of business (martial law and constant threats to the life and health of personnel). Personnel management tactics in martial law conditions should be formed comprehensively (in close cooperation with anti-crisis measures of all management contours of the enterprise) and be based on a clear understanding of the consequences

every management decision made, as well as a modernized business strategy for overcoming crisis situations.

Employer in the conditions of a constant increase in anxiety in society, it often becomes an important reference point for employees in the context of obtaining timely and high-quality information about the development of the situation in the country, which imposes on the function of personnel management increased responsibility for ensuring a communication strategy in a business organization. In the conditions of martial law, the management of the company must clearly and timely monitor all changes in the regulatory and legal provisions related to the personnel management system in the conditions of martial law.

In this context, the following legislative changes concerning the direct organization of personnel work under martial law should be noted:

*1) legislation of Ukraine on labor at the beginning of the war, there was no provision for changes in the regulation of labor relations under martial law.*

In the first weeks of the full-scale war in the country, the usual rules and requirements applied to the registration of employees for work, their dismissal, registration of vacations (personnel records), etc.

Under these conditions, it was quite difficult for employers to understand how to build further relations with staff: formalize certain aspects of the relationship - formalize unpaid leave for the period of martial law, as was the case during the pandemic, or fire staff. At the beginning of hostilities, the legislation of Ukraine did not provide for the possibility of issuing this leave for a long period due to hostilities, martial law in the country, or military aggression.

Over time, there was a need to make changes to the regulatory framework on personnel management in wartime, therefore, on March 14, 2023, a draft law was registered in the Verkhovna Rada of Ukraine No. 7160 "About

labor organization relations in the conditions of martial law", which acquired the status of Law on 15.03.2023 (No. 2136-IX).

The above-mentioned law defined the construction features and management of labor relations of employees of enterprises of all forms of ownership and direction of activity in Ukraine during the period of martial law, which was introduced in accordance with the requirements of the Law of Ukraine "On the legal regime of martial law". When concluding an employment contract for hiring an employee during the period of martial law, the condition that the employee complete a probationary period at the time of hiring may be established for all categories of personnel.

Among the main differences of the personnel management system in the conditions of martial law, which distinguishes it from ordinary norms of labor legislation, the following should be highlighted:

↓ normal operation mode guarantees the duration of the working week under martial law is 60 hours (under conditions of reduced working hours - 50 hours). At the same time, the determination of the time of the beginning and end of the working day depends on the employer;

↓ organization management of personnel records and archival organization of personnel documents is carried out at the request of the management;

↓ are canceled separate restrictions on the issue of involving certain categories of employees to perform certain types of work and job duties - for example, regarding the involvement of female specialists to perform heavy work and work at night;

↓ the effect of individual provisions and sections of the collective agreement may be terminated at the initiative of the head of the enterprise;

↓ suspension the effect of the rules on making deductions by the employer on the benefit of trade unions (0.3% of the labor remuneration fund at the enterprise for the organization of mass cultural, physical and health events);

– the norms regarding the duration of the staff's work are canceled on the eve

holidays, non-working days and weekends days, duration norms on holidays;

*2) the possibility of dismissal of personnel under martial law.*

Labor legislation of Ukraine there is no separate reason for terminating employment relations with personnel, which is related precisely to the introduction of martial law in the country, therefore, in the event of the need to suspend employment relations with a specialist, the employer and the employee have the right to terminate employment relations under the conditions of fulfillment of general grounds, as an example - on the terms of "agreement of the parties".

In particular, the Law of Ukraine "On the Organization of Labor Relations in the Conditions of Martial Law" approved certain specific rules and requirements regarding the termination of labor relations with an employee. So, for example, an employee has the right to be dismissed on his own initiative, without notifying the employer two weeks before the date of dismissal, if the employee's workplace is located in an area with active hostilities, there are threats to life and health.

As for the procedures for dismissal of employees at the request of the employer, the provisions of Article 43 were temporarily suspended of the Code labor laws (K z p P) of Ukraine". During the period of martial law in the country, it is prohibited to dismiss employees at the initiative of the employer during the period of temporary incapacity for work of specialists, during the period of leave (leave due to pregnancy is excluded). However, the date of dismissal in this case will be considered the first working day of the specialist after the end of sick leave or vacation.

*3) the possibility of hiring staff in the conditions of martial law.*

The labor legislation of Ukraine does not prohibit the hiring of personnel during martial law in the country, and the Law directly emphasizes that the employer can choose the format of concluding fixed-term employment contracts with new employees for the period of martial law or for a certain period in order to replace a temporarily absent employee. the employee's workplace. Certain specifics regarding the organization of the probationary period are also highlighted - in accordance with the Law on Establishment

this term applies to all categories of personnel. According to the general rules in peacetime conditions, there was a certain list of exceptions when establishing the requirements for passing the probationary period, in particular - in the case of concluding an employment contract with a validity period of up to 12 months. However, during the period of martial law, the effect of this rule was canceled.

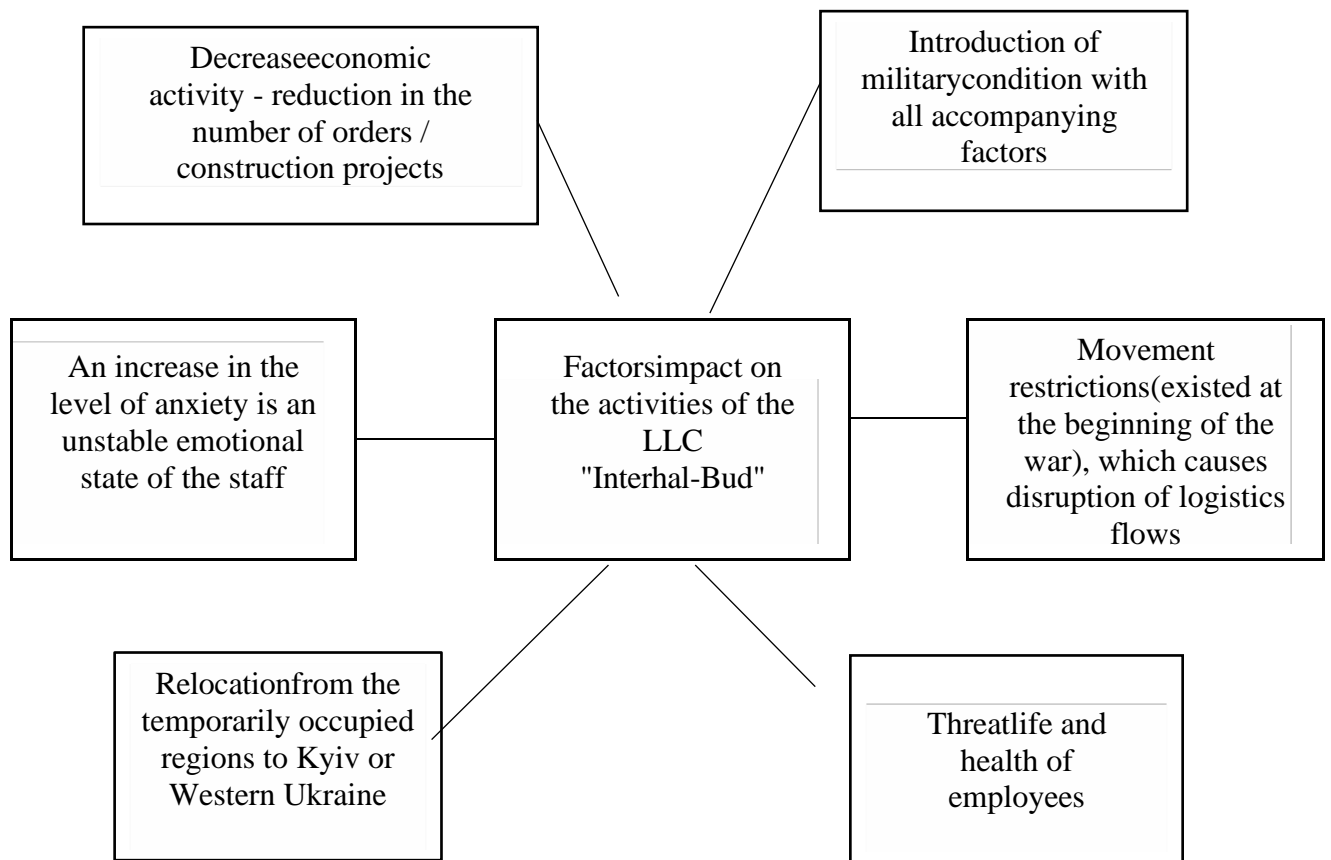
Consideration of outlined above aspects related to the conditions of martial law are mandatory and important to be performed by the personnel services of all business entities.

In addition, it is important to emphasize the fact that in order to maintain the sustainability of business operations in the conditions of a full-scale war, it is important for the personnel management service to provide the employees and management of the business entity with the appropriate technical capabilities and a complex of knowledge for competent personnel management and the organization of virtual work of teams of employees remotely. Under the conditions of martial law, the "home office" work format acquired specific risks, in particular: in conditions of an air alert, an employee must be in a bomb shelter; in the absence of power supply, the work of the staff stops (some employees have purchased generators, but this is an individual desire of the specialist, as a rule, the employer does not cover these costs), etc.

As for the specifics of the activity of the analyzed enterprise, the use of the "home office" work format is possible only for administrative personnel, construction personnel cannot work in this format.

As a result, many business organizations of Ukraine were not ready for a quick change in the operational model of personnel management in the conditions of martial law and adaptation to new unplanned influencing factors (Fig. 3.1). Companies have experience working in pandemic conditions, but this experience is not entirely relevant in martial law. In the conditions of the pandemic, apart from the risk of infection with the virus, which could be avoided by staying at home and following sanitary and hygienic requirements, there were no other risks. Under conditions

in the state of war, there are risks to the life and health of personnel, as well as risks associated with the impossibility of organizing work (absence of electricity supply or Internet).



Rice. 3.1. Factors affecting personnel at Intergal-Bud LLC under martial law conditions in 2022-2023.

Thus, the concept of the work of the company's personnel under the conditions of a pandemic, it can only be partially adapted to the conditions of martial law.

Among the main actions that a business organization needs constantly implement in the activity of the enterprise, in particular in the activity of the personnel service, in the conditions of martial law, it is necessary to highlight the following:

- determination of directions and the influence of factors and factors of the state of war on the personnel of the business organization;
- assessment of the degree of risk factors for the health and life of personnel;

– staffing and family members with protective tools and mechanisms simultaneously with the maximum possible protection of the business organization from the short- and long-term consequences of martial law. Under the conditions of the work of the personnel in the office, there should be a bomb shelter equipped with everything necessary;

– formation of personnel management tactics of a business organization in the conditions of macroeconomic and social changes, taking into account the requirements of the current legislation, the description of which was given above;

– quick response on the part of the management of a business organization for changes in the conditions of martial law (unfortunately, the longer the war lasts, the risks increase);

– constant monitoring of the current situation in the country under martial law and the timely formulation of the main personnel management tasks under these conditions.

During the martial law in many business organizations, under the influence of a large number of factors and factors of both the external and internal environment, the working rhythms changed. Labor activity during hostilities became a new experience (after the pandemic period) and formed new requirements and habits - stable patterns of behavior under these unfavorable and dangerous conditions.

After the Victory, the company's management will need to reformat the processes again from personnel management. In particular, when employees leave the mode / format of remote work, it will be necessary to assess what habits employees have acquired during this period, what changes can no longer be transformed, what will have to be accepted and work under new, radically new conditions, in peacetime conditions in Ukraine.

Many employees who are used to working in "home office" conditions may refuse the format of office work, so it is important to take this point into account. However, this aspect has both weak and strong sides. Weaknesses are the lack of control on the part of the manager during work

staff in "home office" conditions and that only very responsible specialists



can plan their working time correctly and rationally and work as under the conditions of the office concept. The strong point is that the company, allowing specialists to work in the "home office" format, saves money on renting premises.

It is necessary to determine what is a danger to a business organization, and what can form the basis of new useful solutions.

Situations under the conditions of martial law have changed radically and many specialists are forced to work for lower wages, but many simply have no other way out and are forced to accept these conditions. Under the conditions of martial law, many enterprises were forced to stop their activities, many personnel were left without work. However, it should be noted that there is a shortage of personnel in the country for certain specialties, especially for administrative personnel with knowledge of foreign languages who have gone abroad and work in the central offices of international corporations.

In the conditions of martial law, everyone is in a constant state of stress. This is superimposed on workers' fears for their own lives and health. Therefore, the personnel service now needs to work with personnel not only in the direction of organizing business processes under martial law, but also to provide them with psychological support in a difficult time for everyone, to provide psychological consultations, to discuss with employees their problems and fears, and to find a way out of critical situations. psychological situations.

Not all managers can communicate properly with your subordinates (especially under conditions of stressful situations - you need to complete an urgent task, and the power supply is cut off; you need to complete an urgent task, and during the last hours there is an air raid warning and you need to be in a bomb shelter), identify demotivating factors in time and, if necessary, support the employee, organize work correctly (it is possible to postpone the deadlines for the completion of a certain task or help the staff in its completion).

Ago it is important to give the heads of divisions of the LLC business organization "Interhal-Bud" correct installations in the direction of understanding the priorities and corporate values that should be communicated to all personnel and followed when working in the most difficult conditions, both from the point of view of technical organization and psychological aspect. It is important to discuss with the staff the following priorities: new restrictions in the organization of work, which are relevant under the conditions of martial law; the importance of preserving the workplace; provision of the necessary assistance (psychological and, if available funding is available, material).

Carrying out personnel planning of a business organization in the conditions of martial law, it is necessary to revise the personnel policy for the purpose of preserving (retaining) personnel, as well as maintaining labor productivity at a high (or acceptable) level and ensuring the safety of workers' work (mandatory stay in a bomb shelter during an air raid, etc.). For this, it is necessary to make changes to the personnel management strategy of the organization, which should focus on reviewing the workload of employees.

Taking this into account, new goals and tasks of the staff should be formed, if possible, rotate staff, redistribute tasks, add new duties to employees whose workload has been significantly reduced due to the partial freezing of projects under martial law. At the same time, it is necessary to determine the tools and methods for organizing personnel training that most closely correspond to the situation that has developed today (more effective for the conditions of martial law), in particular, such forms of training as e-learning, coaching, self-study.

In conditions of limited financial resources, most business organizations reduce or even "freeze" personnel training projects. However, the issue of personnel training remains relevant, as it contributes to the improvement of personnel qualifications, which is a necessary condition for the development of the enterprise. This issue will be especially relevant after the Victory,

since it will be necessary to rebuild the country's economy and only highly qualified personnel will be able to do this. Therefore, under the conditions of martial law, it is desirable not to stop training for employees.

During personnel rotation in the conditions of martial law of a business organization, it is expedient to train personnel directly at workplaces, as mentors, involving work colleagues or direct supervisors. It is important to transfer personnel whose tasks are impossible under martial law to other positions, while ensuring full-fledged training processes. Due to this, it is possible to retain qualified personnel, motivate them to work in the company and avoid problems related to the search for personnel after Victory.

One of the important components of the success of a business organization on the market of goods and services is a well-chosen staff, since successful activity depends not so much on financial capabilities and the availability of modern equipment as on the professionalism and personal qualities of employees. Therefore, the issue of preserving and maintaining qualified employees should be the main concern for business organizations, regardless of the situation that has developed (pandemic or martial law).

In the conditions of martial law, the performance of the function on issues of personnel work organization, which consists in the administration of business processes of the personnel management circuit through the formation of organizational documents-regulations in business organizations (the rules of internal labor procedures and making changes to them due to the conditions of martial law), becomes of great importance. , administrative documentation (orders on remote work and changes to them due to martial law conditions), reference and information documentation (acts of implementing measures on occupational health and safety, minutes of meetings and changes to them due to martial law conditions).

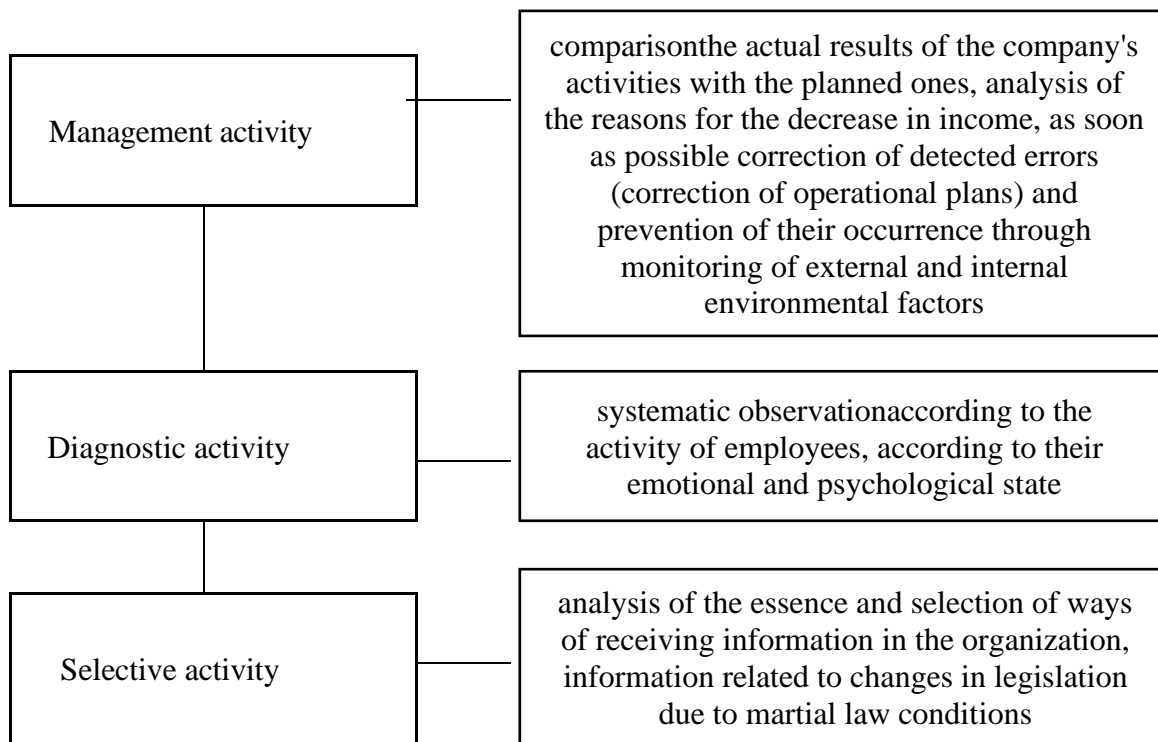
As already emphasized, in the conditions of martial law, an important component of personnel management is the motivation of employees, which provides not only their material support, but also moral (psychological) support.

Today, regardless for the war in the country, the vast majority of business organizations pay wages in full. In the conditions of martial law, additional incentives for personnel can be programs of psychological assistance, flexible work schedule, one-time cash assistance, provision of housing for employees from temporarily occupied territories or payment of rental services.

Nearwith the traditional tools of motivating personnel in the conditions of martial law, it is also possible to use new methods of motivating employees of a business organization, such as mutual support, mutual assistance, which are expressed in the implementation of joint volunteer projects of a business organization, fundraising for mobilized employees, their family members, fundraising for Armed Forces of Ukraine, etc. That is, today, in the conditions of war, a new method of motivating personnel - empathy - was formed in business organizations of Ukraine.

Function control staff in conditions military state in Ltd "Intergal-Bud" includes diagnostic, management and selective activities (Fig. 3.2).

In the conditions of martial law, the time load is redistributed to individual work processes, taking into account the negative impact of factors (absence of electricity supply or Internet), so it is at the control stage that it is possible to find out where and how the activities of the personnel of the business organization need to be adjusted - by making changes to the schedule of performance of job duties connections with the aim of reducing the stress impact in case the specialist understands the fact that the task will not be completed on time.



Rice. 1.10. Appointment of the personnel control function of the business organization "Intergal-Bud" LLC in the conditions of martial law

CONTROL, as a diagnostic activity consists in the systematic observation of the activities of the staff of a business organization in order to assess their psychological state and develop measures to provide assistance and support in stressful situations.

### **3.2. Directions for improving personnel management methods Ltd "Interhal-Bud"**

"Interhal-Bud" LLC, like other business organizations in Ukraine, works in extremely difficult conditions - conditions of martial law. New business conditions require reformatting of all operational processes, including personnel management processes.

The main areas of improvement of personnel management methods "Intergal-Bud" LLC has the following.

1. *Analysis of the state of personnel potential of a business organization under martial law conditions.*

It should be emphasized that as by the end of 2023 (November), there were no significant changes in the structure and number of personnel, although the number of projects was significantly reduced. The available number of projects does not require so many personnel at the moment, but the company does not plan to lay off personnel, since after the Victory it may face problems in finding qualified personnel, especially for construction workers. However, it is expedient to develop an Anti-Crisis Plan for the formation of the company's personnel potential.

Table 3.1 shows the algorithm for implementing this measure in the activities of "Intergal-Bud" LLC under martial law conditions.

Table 3.1

Algorithm for the implementation of the measure in "Intergal-Bud" LLC - analysis of the state of personnel potential of the business organization in the conditions of martial law

No	Stage	Essence stage	Responsible person	Period implement
1	2	3	4	5
1	Analysis of the actual number of personnel as of November 15, 2023.	Analysis of the number of personnel as of 11/15/2023 by positions and departments	Manager and the head of the personnel department	Until 31.12.2023 p.
2	Analysis of the actual number of personnel as of January 1, 2024.	Analysis of the number of personnel as of January 1, 2024 by positions and departments	Manager and the head of the personnel department	Until 15.01.2024 p.
3	Definition of normative number of personnel required to perform the available amount of construction work	Prognostication of projects, net income, determination of the required number of personnel to perform a given amount of construction work	Chief engineer, financial director, commercial director, manager personnel department	Until 30.01.2024 p.

Continuationtable 3.1

1	2	3	4	5
4	Comparison of the actual number of personnel with the normatively established in accordance with quantity orders	On the basis of the obtained results of points 2-3, the heads of structural divisions compare the actual and normative numbers	chief engineer, financial director, commercial director, head of the personnel department	Until 30.01.2024 p.
5	Justification of the concept regarding the remuneration of personnel who are currently not working at 100% capacity	Drafting lists of employees with the determination of project productivity and capacity (measured in %)	Chief engineer, financial director, commercial director, manager personnel department	Until 30.01.2024 p.
6	Definition % of wages to pay staff	Drafting lists of employees from definition % of wages to pay staff	Financial director, manager personnel department	Until 30.01.2024 p.
7	Drafting the budget for staff wages	Taking into account the concept of remuneration for personnel who are currently not working at 100% capacity, and determining the % of wages for remuneration of personnel, the budget for remuneration of personnel is drawn up	Financial director, manager personnel department	Until 30.01.2024 p.
8	Redistribution of duties in accordance with the new concept of remuneration	Redistribution of personnel tasks according to the new concept	Financial director, manager personnel department	Until 30.01.2024 p.

Source: compiled by the author

Analysis of actual number of personnel involves an assessment of the number of personnel on a certain date and an assessment of the dynamics of its structure in terms of departments and positions. It is important to carry out the analysis of the number of personnel in parallel with the comparison of the number of projects and the determination of the normative number of personnel necessary for the implementation of the available volume of construction works (to bring this analysis to the head of the personnel department, it is necessary

provide estimates for construction work with an indication of the time spent on each individual construction work and the project as a whole).

By comparing the actual number of personnel with the normatively established in accordance with the number of orders, it is possible to determine the lack or surplus of personnel for certain positions. In the event of a shortage of personnel, it is advisable to carry out rotation, if there are more staff units than are currently required taking into account the production capacity, then these specialists must be transferred to other positions where there is a shortage of labor. Only such a deep analysis of personnel movement will allow the management to make effective management decisions in the conditions of martial law, when there is a lack of financial resources, and employees work under constant stress. It is important to provide them with not only financial, but also psychological support during this period.

At substantiation of the concept of remuneration for personnel who currently do not work at 100% capacity plays an important role from the point of view of ensuring the same motivational conditions in the work of personnel. The work of specialists whose number of duties has not been reduced in the conditions of martial law should not be demotivated. Job duties should be distributed evenly and labor costs should be distributed accordingly.

Taking into account the above considerations, the financial director forms a budget for labor remuneration.

The goals described in table 3.1 measures are to preserve the company's personnel in order to avoid the possible appearance of problems with the search for personnel after the Victory under the conditions of his dismissal; under the conditions of significant duration of hostilities, the implementation of anti-crisis measures (payment of wages is not 100%, but partially - 70-80%, depending on the situation).

Responsible for the implementation of this event is carried out by the head of the personnel department and the heads of structural divisions of the personnel department

(determination of the number of personnel, formation of the budget for labor costs), financial director (formation of the budget for expenses).

Financial director and the chief accountant are responsible for the correct calculation of labor costs and the formation of the budget for labor costs and the budget for the implementation of motivational measures. When determining the standard indicators for the number of full-time personnel in the "construction personnel" category, it is important to use cost estimates and budgets of construction projects, the standard hours for the performance of each individual construction service should be taken into account.

So, for now, the analysis of the state of the personnel potential of the business organization plays an important role in the conditions of martial law, since the volume of orders has significantly decreased and there is currently no such need for personnel, therefore, in this case, the company is recommended to draw up an anti-crisis plan, which will provide for the redistribution of tasks between employees and partial payment of labor depending on the volume performed tasks.

## *2. Personnel planning.*

Regarding personnel planning processes, no improvement measures are planned. Planning will be carried out in accordance with standard approaches: the number of personnel in the "construction" category - based on the volume of construction work and the number of construction projects in accordance with the standards of personnel time expenditure; the number of personnel in the "administrative" category - based on the volume of construction work and the related volume of administrative work (the number of accounting transactions - for the accounting department; the number of projects - for the marketing department; the number of clients and contracts / agreements - for the employees of the legal department).

However, it is advisable to carry out personnel planning taking into account the current state of the volume of orders for construction works. Instability in the schedule of construction work and the possibility of freezing construction projects should be taken into account in case of problems with the supply of construction

equipment and construction materials, or in the case of impossibility of providing construction services (shelling, etc.). To achieve the highest efficiency in personnel planning processes, they should be organized in parallel with the review of the company's strategy in the construction market and its current operational plans.

### *3. Search and hiring staff.*

No improvement measures are planned for the search and recruitment processes. The search procedure and channels remain unchanged - through employment sites: rabota.ua, work.ua, hh.ua; posting vacancies on the company's website; job fairs for young professionals; work with recruitment agencies. The search for personnel for 2024 is currently not planned, because the structure of the enterprise has enough personnel, even more than enough, taking into account the difficult working conditions in the conditions of hostilities.

However, after Victory, the company will expand its scope of activities, will introduce new construction projects, therefore, under these conditions, it will be important to expand the channels and tools of personnel search, in particular, it will be advisable to consider such a format of personnel search as cooperation with higher education institutions that train specialists in construction specialties. It is important to invite students for an internship in the company, teach them the specifics of working in the company, and after the internship is completed, with their consent, offer them to sign an employment contract.

### *4. Adaptation of personnel.*

Personnel adaptation processes also do not involve improvement, it is planned to be carried out according to a fixed algorithm. However, special attention should be paid to specialists who came from temporarily occupied territories. It is important that these employees give maximum weight both from the point of view of professional training and in the context of providing psychological support (these people have experienced severe stress by changing their place of residence and observing the realities of full-scale war).

The purpose of organizing adaptation processes the company has optimized the processes of training new employees so that they can be trained as quickly as

possible adapted to the conditions of the new enterprise, got to know each other fully with job duties and tasks, and as soon as possible, reached 100% power level. The goals of adaptation processes do not change regardless of the company's operating conditions (peacetime or a period of full-scale war).

#### *5. Staff training.*

In 2024, it is planned to intensify personnel training processes, since many staff units are currently not overloaded with tasks due to a decrease in the number of projects, so it is planned to engage them in training processes. This measure to improve personnel management methods will have an effect in the future during the further performance of official duties. This task will continue to be performed by the training and development department.

Expedient there is the development of new trainings by subject and format. The main place in the personnel training system should be given to professional training, especially as it relates to the training of category personnel "constructional". It is important to develop a program classes on ensuring the quality of construction services, while mentioning the requirements of regulatory and legal acts and emphasizing the importance of this category for ensuring the competitiveness of the enterprise on the construction services market and improving its image.

Expedient within the framework of this training, there is a presentation of the experience of foreign and domestic companies in ensuring high quality of construction services with a detailed description of techniques for ensuring high quality, new construction technologies, etc. It is important to accumulate training with practical aspects so that specialists do not get bored while studying the theoretical aspect and the legal framework and understand the practical aspect of improving the quality of construction services.

In the conditions of martial law, it is advisable to also pay attention to the development of psychological training, since all Ukrainians are currently not in the best moral condition and need psychological support and support. It is important to involve for the implementation of these trainings

a psychologist- a volunteer who will help specialists of the training and development department to correctly develop training materials and, accordingly, correctly present these materials to the company's employees.

#### *6. Motivation.*

Motivation models are planned to be used exclusively for personnel who perform official duties in the same scope as before martial law. As mentioned above, the company does not plan to lay off employees, but most of them are currently not working at 100% capacity. For this purpose, a percentage system of labor payment at the enterprise is proposed, depending on the volume of work performed. And for this group of employees, the use of other motivational mechanisms is not foreseen (only intangible ones).

Considering the above in this subsection, directions for improving personnel management methods for "Intergal-Bud" LLC, in the next subsection, it is appropriate to present an assessment of the effectiveness of the implementation of the proposed measures.

### **3.3. Evaluation of the effectiveness of implementation of the proposed measures**

For the convenience of presenting the calculations of the effectiveness of the implementation of the proposed measures, we will summarize all the considered areas of improvement of personnel management methods for "Intergal-Bud" LLC in table 3.2.

Therefore, the implementation of measures to improve personnel management processes at Intergal-Bud LLC involves the following:

Table 3.2

Output data - directions for improvement of personnel management methods for LLC "Intergal-Bud" to forecast the effectiveness of the proposed measures

No	West	Essence	Performers	Costs, thousand	Efficiency
1	2	3	4	5	6
1	Analysis of the state of personnel potential of a business organization in the conditions of martial law	It is recommended to draw up an anti-crisis plan, which will involve the redistribution of tasks between employees and partial payment of labor depending on the volume of tasks performed	Chief engineer, financial director, commercial director, manager personnel department	0, within the salary of performers	Optimization personnel management processes, increasing the level of motivation of employees (they will not be fired in difficult times). Cost reduction for wages
2	Personnel planning	Events no improvement is planned. Planning will be done in accordance with standard approaches, but taking into account changes in the planning of operational processes and the structure of construction projects	Employees of the personnel department	0, within the salary of performers	Optimization personnel management processes
3	Search and recruitment of personnel	Events improvement is not planned from the point of view of the organization of personnel search processes. The search procedure and channels remain unchanged during martial law, but after the Victory it is important to cooperate with higher education institutions	Employees personnel department	0, within the salary of performers	Optimization personnel management processes

Continuationtable 3.2

1	2	3	4	5	6
4	Adaptation of personnel	Eventsno improvement is planned. It is planned to carry outaccording to a fixed algorithm, but it is important to pay special attention to specialists from temporarily occupied regions	Employeespers onnel department	0, within the salary of performers	Optimization personnel management processes
5	Staff training	It is planned to activatepersonnel training processes: trainings for all categories of personnel – professional and psychological	Employeesof the personnel department and a volunteer psychologist	0, within the salary of performers	Optimization personnel management processes
6	Motivation	Motivationalmodels are planned to be used exclusively for personnel who perform official duties in the same scope as before martial law	Employeespers onnel department	0, within the salary of performers	Cost reductionon motivational measures

Source:compiled by the author

1. "Analysis of the state of personnel potential of a business organization *in the conditions of martial law*» (recommendeddraw up an anti-crisis plan, which will provide for redistribution of tasks between employees and partial payment of labor depending on the volume of tasks performed) - will allow optimizing personnel management processes; increase the level of employee motivation (they will not be fired in difficult times); reduce labor costs;

2. "personnel planning" (eventsno improvement is planned. Planning will be carried out in accordance with standard approaches, but taking into account changes in the planning of operational processes and the structure of construction projects) - will allow planning processes to be carried out in parallel with the planning processes of the company's operational activities

(number construction projects, scope of construction works); optimize personnel management processes;

3. "search and recruitment of personnel" (events improvement is not planned from the point of view of the organization of personnel search processes. The search procedure and channels remain unchanged for the period of martial law, but after the Victory it is important to cooperate with higher education institutions) - will allow to expand the list of methods and tools for searching for personnel, which will become especially relevant after the Victory (cooperation with higher education institutions engaged in the training of specialists in construction specialties ); optimize personnel management processes;

4. "adaptation of personnel" (measures no improvement is planned. It is planned to be carried out according to a fixed algorithm, but it is important to pay special attention to specialists from temporarily occupied regions) - will allow optimizing the adaptation processes for specialists from temporarily occupied territories, which will allow not only to train personnel and adapt them to the conditions of work in the company, but also to provide them with the necessary psychological help and support; optimize personnel management processes;

5. "staff training"- it is planned to intensify staff training processes: trainings for all categories of staff – professional and psychological, which will increase staff motivation and support them in the most difficult psychological conditions; optimize personnel management processes;

6. "motivation" (motivational models are planned to be used exclusively for personnel, who performs official duties to the same extent as before martial law) - will allow to reduce costs for motivational measures and optimize personnel management processes.

We will make a plan of income and expenses of "Intergal-Bud" LLC for 2024, taking into account the measures proposed for implementation from the point of view of improving personnel management methods for "Intergal-Bud" LLC.

Let's make the following analytical table, which allowsto draw up a budget for staff wages under martial law conditions.

Table3.3

Planning of the budget for personnel remuneration of Intergal LLC  
Bud"for 2024

No	Indicator	% workload of tasks	% of the salary that is planned to be paid	In totallabor costs, thousand hryvnias
1	2	3	4	5
1	The total number of personnel, persons			
2	2852			490389
	612	30	40	64331
	725	50	60	114313
	861	70	70	158382
	352	80	80	74001
	302	100	100	79362

Source:compiled by the author

Expense budgetaccording to preliminary calculations, the salary of personnel in 2024 will amount to 490,389 thousand hryvnias, which is 259,083 thousand hryvnias lower than the figure for 2022 with the same number of personnel.

Table 3.4 shows the forecast report on the profits and losses of the LLC "Interhal-Bud"for 2024. We assume that the amount of net income of the company in 2024 will be similar to the amount of income for 2022.

Table3.4

Forecast report on profits and losses of "Intergal-Bud" LLC for 2024  
year

No	The name of the indicator	Actual valueper year		Change	
		2022	2024	absolute	growth rate,%
1	2	3	4	5	6
1	Net income from the provision of services,	1250289	1250289	0	0%

Continuation table 3.4

1	2	3	4	5	6
2	Net profit, thousand hryvnias.	7963	267046	259083	3254%
3	Assets, thousand	1749317	1749317	0	0%
4	Obligation, thousand	1739803	1739803	0	0%
5	Productivity labor, thousand	438	438	0	0%
6	Profitability activity, %	0.64%	21%	21%	-
7	Profitability assets, %	0.46%	15%	15%	-
8	Personnel expenses, thousand	782366	523284	-259082	-33%
	labor costs, thousand hryvnias	749471	490389	-259082	-35%
	training expenses, thousand	32895	32895	0	0%
9	In total expenses, thousand	929754	670671	-259083	-28%
10	Fraction personnel costs in the overall cost structure, %	84%	78%	-6%	-

Due to the development of measures to improve personnel management methods for "Intergal-Bud" LLC, it is planned to reduce the company's labor costs by UAH 259,082 thousand, which will accordingly reduce the company's total costs and increase the net profit (Fig. 3.3).

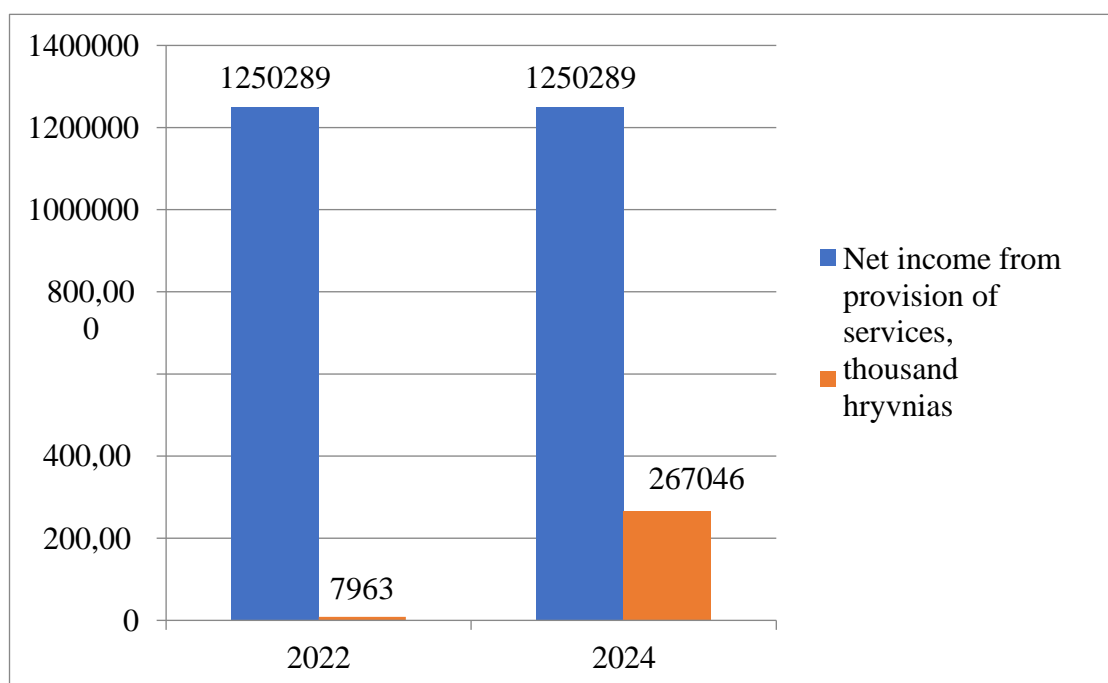


Fig. 3.3. Dynamics of financial results of LLC "Intergal-Bud" for the year 2024 according to the forecasted profit and loss report

Positively this will also be reflected in profitability indicators (Fig. 3.4).

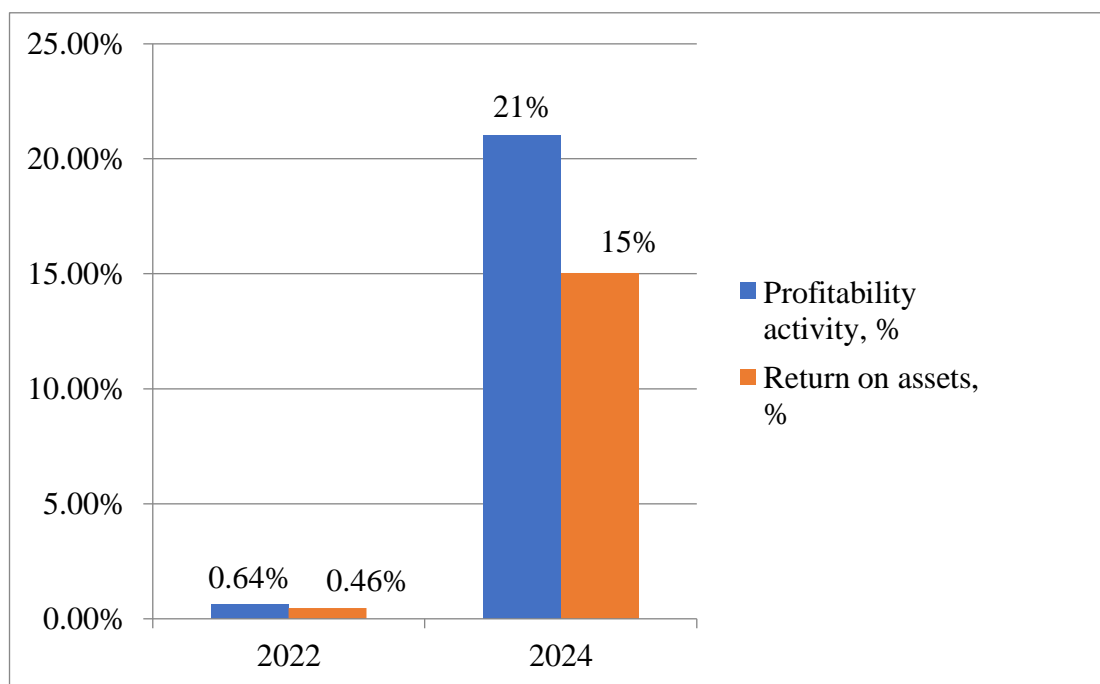


Fig. 3.4. Dynamics of indicators profitability of "Intergal-Bud" LLC

So, the proposed measures are recommended for implementation: they will allow not only to optimize personnel management processes in the LLC "Intergal-Bud", and will demonstrate their economic attractiveness through the reduction of labor costs and the improvement of financial results.

On based on the research given in this section, it is advisable to draw the following conclusions. A full-scale war became a real challenge for all economic entities. All contours of modern enterprise management have undergone changes: management of financial and economic activities (financial management), management of marketing activities (product, price, communication policies, etc.), sales management, personnel management.

The personnel management system underwent significant changes for the following reasons:

↓ **due** to the reduction of orders (in particular, in the construction sector sphere) the company's revenues decreased, and accordingly problems appeared that

related to the payment of staff wages. Revenues are declining, but staff must be paid. Many enterprises have reduced some staff units due to the impossibility of timely and full payment of their labor. However, this measure is somewhat risky from the point of view of further problems after the Victory with the search for highly qualified personnel;

↓ impossibility of full activity through risks associated with martial law - shelling, power supply problems, etc.;

↓ part staff resigned due to the danger of staying in Ukraine, especially for women (who left with children) and men (who were allowed to leave the country and left Ukraine).

Not an exception the analyzed enterprise "Intergal-Bud" LLC, which found itself in critical business conditions due to the full-scale war in Ukraine, became the analyzed enterprise:

↓ there was a reduction in income due to the freeze a number of construction projects; part of the staff was dismissed;

↓ arose problems with work on construction sites due to problems with power supply (construction equipment and construction machinery work from power supply networks, in the absence of electricity it is impossible to use this equipment, and the use of generators in this case is very expensive);

↓ problems with the supply of building materials through disruption of logistics chains, which caused the freezing of construction projects (reduction of income from the implementation of these projects).

Among the main actions that a business organization needs the following must be constantly implemented in the activities of the enterprise, in particular in the activities of the personnel service, in the conditions of martial law: determination of the directions and strength of influence of factors and factors of martial law on the personnel of a business organization; assessment of the degree of risk factors for health and life

and mechanisms at the same timewith the maximum possible protection of the business organization from the short- and long-term consequences of martial law. Under the conditions of the work of the personnel in the office, there should be a bomb shelter equipped with everything necessary; formation of personnel management tactics of a business organization in the conditions of macroeconomic and social changes, taking into account the requirements of the current legislation, the description of which was given above; quick response by the management of the business organization to changes in the conditions of martial law (unfortunately, the longer the war lasts, the risks increase); constant monitoring of the current situation in the country under martial law and timely formulation of the main tasks of personnel management under these conditions.

Therefore,the implementation of measures to improve personnel management processes at Intergal-Bud LLC involves the following:

↓↔*analysis personnel status the potential of a business organization under martial law*» (it is recommended to draw up an anti-crisis plan, which will provide for the redistribution of tasks between employees and partial payment of labor depending on the volume of performed tasks) - will allow optimizing personnel management processes; increase the level of employee motivation (they will not be fired in difficult times); reduce labor costs;

↓↔*planningstaff*» (measuresno improvement is planned. Planning will be carried out in accordance with standard approaches, but taking into account changes in the planning of operational processes and the structure of construction projects) - will allow planning processes to be carried out in parallel with the processes of planning the company's operational activities (number of construction projects, volume of construction works); optimize personnel management processes;

↓↔*search and hiring staff*» (improvement measures are not planned in terms of the organization of personnel search processes. The search procedure and channels remain unchanged for the period of martial law, but after the Victory it is important to cooperate with higher education institutions) - will

allow expand the list of personnel search methods and tools, that will acquire of special relevance after the Victory (cooperation with institutions of higher education engaged in the training of specialists in construction specialties); optimize personnel management processes;

↓↔*adaptation staff*» (measures no improvement is planned. It is planned to be carried out according to a fixed algorithm, but it is important to pay special attention to specialists from temporarily occupied regions) - will allow optimizing the adaptation processes for specialists from temporarily occupied territories, which will allow not only to train personnel and adapt them to the conditions of work in the company, but also to provide them with the necessary psychological help and support; optimize personnel management processes;

↓↔*teaching staff*»- it is planned to intensify staff training processes: trainings for all categories of staff – professional and psychological, which will increase staff motivation and support them in the most difficult psychological conditions; optimize personnel management processes;

↓↔*motivation*» (motivational models are planned to be used exclusively for personnel performing official duties in the same scope as before martial law) will allow to reduce costs for motivational measures and optimize personnel management processes.

Offered activities are recommended to implementation: they will allow not only to optimize personnel management processes in the LLC "Intergal-Bud", and will demonstrate their economic attractiveness through the reduction of labor costs and the improvement of financial results.

## CONCLUSIONS

On the following conclusions should be made based on the research presented in the thesis.

The first chapter of the work examines the theoretical aspects of personnel management. Personnel management is a functional field of activity, the main task of which is to provide the enterprise with human resources at the right time, in the required quantity and required quality, their correct placement and stimulation for effective work, which will contribute to the achievement of the strategic goals of the enterprise.

The goal of personnel management is the formation of an effective team in which employees work with their own interests in mind and to achieve the strategic goal of the enterprise as a whole. This means improving the work of each employee in order for him to build up and use his own labor and creative potential and thereby contribute to the achievement of the company's goals.

Goal The main goals of the company's personnel management are: promoting the achievement of the company's goals by providing the necessary personnel and effective use of their qualifications, experience, work capacity, strengths and professional advantages; formation of the company's corporate culture, involvement of personnel in fulfilling the requirements for the company's values and corporate style; resolving conflict situations and creating a favorable social and psychological climate in the company's team, which will encourage staff to work effectively. Personnel management methods are a way of influencing the team or an individual employee in order to achieve the set goals and coordinate their activities in the production process. The following methods of enterprise personnel management are distinguished: administrative, economic, socio-psychological methods.

The second chapter is devoted to the analytical evaluation of the management system staff of "INTERGAL-BUD" LLC. Practical section

executed according to the materials of "Intergal-Bud" LLC. "Intergal-Bud" LLC deals with a full range of operations in the construction and operation of real estate objects - from the search for land plots for construction, the development of a construction project and project concept, the execution of construction works to the commissioning of buildings. In addition, "Intergal-Bud" LLC provides a full range of consulting services to support investment projects in the field of construction. The mission of "Intergal-Bud" LLC is the creation of modern, high-quality products that can satisfy the wishes of customers as much as possible, taking care of the preservation of the architectural heritage and urban planning traditions of Kyiv and other cities. The operating system of "Intergal-Bud" LLC functions on the basis of a clearly constructed organizational structure of the enterprise, because it directs the operating system to the execution of the main production process by creating the necessary management relationships for this.

The personnel department of "Intergal-Bud" LLC is formed of three divisions: personnel administration department, personnel department, training and development department. Currently, in the structure of the personnel department of "Intergal-Bud" LLC, the full implementation of tasks in the following contours of personnel management is noted: personnel administration, personnel administration, organization of personnel recruitment, development and training processes, organization of adaptation and mentoring processes.

The stability of the personnel structure of "Intergal-Bud" LLC is noted for 2020-2022 on different grounds. The largest share of personnel belongs to the construction department and the architectural department, which is explained by the logic of the company's main activity - construction and architectural services. In 2022, there was an increase in the number of personnel by 94 people compared to the number of personnel in 2021. The salary increased in 2022 compared to 2021 by 0.10 thousand hryvnias. The salary at Intergal-Bud LLC is twice the minimum wage, which proves the sufficient level of motivation of the staff at the company, although the level of salary at the company should not be considered worthy. There was a decrease in productivity

labor almost doubled, which is explained by a significant reduction in the net income of the business organization.

Diagnostics of the personnel management system in "Intergal-Bud" LLC, carried out in the main directions:

↓ **analysis of the state of the enterprise's personnel potential** — of the business entity "Intergal-Bud" LLC. A detailed analysis of the staff structure and staff efficiency indicators is given in subsection 2.2;

↓ **personnel planning**. Planning of the number of personnel in Ltd "Intergal-Bud" is happening based on the estimated number of projects and construction sites. The number of specialists in construction specialties depends on the volume of construction work performed, which is indicated in quantitative indicators in the construction cost estimate;

↓ **adaptive activities** are developed for all categories of personnel regardless of the tasks performed. Staff adaptation includes mentoring and training. Personnel department specialists and heads of structural units are responsible for effective adaptation. The head of the structural division monitors the implementation of the adaptation plan, provides assistance to the new employee;

↓ **selection** on the enterprise "Intergal-Bud" LLC is organized using the following personnel search channels: search on employment sites; posting of vacancies on the website of "Intergal-Bud" LLC; participation in job fairs; cooperation with higher educational institutions where students of construction specialties study (students are invited to undergo practice with subsequent employment);

↓ **release** staff provides for a set of measures regarding compliance with legal norms and psychological and organizational support of the company's management in the event of personnel dismissal. When an employee is dismissed, the reasons are clarified with the aim of not repeating it in the future error data in the organization of the personnel management system.

The purpose of the third chapter there is the development of directions for improving personnel management in "INTERGAL-BUD" LLC.

Full scale war has become a real challenge for all business entities. All contours of modern enterprise management have undergone changes: management of financial and economic activities (financial management), management of marketing activities (product, price, communication policies, etc.), sales management, personnel management.

The personnel management system underwent significant changes for the following reasons:

↓ **through** abbreviation orders (in particular in the construction sector), the company's income decreased, and accordingly, problems related to the payment of staff wages appeared. Revenues are declining, but staff must be paid. Many enterprises have reduced some staff units due to the impossibility of timely and full payment of their labor. However, this measure is somewhat risky from the point of view of further problems after the Victory with the search for highly qualified personnel;

↓ **impossibility of full activity** through risks associated with martial law - shelling, power supply problems, etc.;

↓ **part** staff resigned due to the danger of staying in Ukraine, especially for women (who left with children) and men (who were allowed to leave the country and left Ukraine).

Not an exception the analyzed enterprise "Intergal-Bud" LLC, which found itself in critical business conditions due to the full-scale war in Ukraine, became the analyzed enterprise:

↓ **there was a reduction in income due to the freeze** a number of construction projects; part of the staff was dismissed;

↓ **there were problems with work at construction sites** through problems with electricity supply (construction equipment and construction

the equipment works from power supply networks, in the absence of electricity, it is impossible to use this equipment, and the use of generators in this case is very expensive);

↓ **problems** with the supply of building materials through disruption of logistics chains, which caused the freezing of construction projects (reduction of income from the implementation of these projects).

Among the main actions that a business organization needs the following must be constantly implemented in the activities of the enterprise, in particular in the activities of the personnel service, in the conditions of martial law: determination of the directions and strength of influence of factors and factors of martial law on the personnel of a business organization; assessment of the degree of risk factors for the health and life of personnel; provision of personnel and family members with protective tools and mechanisms at the same time as the maximum possible protection of the business organization from the short- and long-term consequences of martial law. Under the conditions of the work of the personnel in the office, there should be a bomb shelter equipped with everything necessary; formation of personnel management tactics of a business organization in the conditions of macroeconomic and social changes, taking into account the requirements of the current legislation, the description of which was given above; quick response by the management of the business organization to changes in the conditions of martial law (unfortunately, the longer the war lasts, the risks increase); constant monitoring of the current situation in the country under martial law conditions and timely formulation of the main personnel management tasks under these conditions.

Therefore, the implementation of measures to improve personnel management processes at Intergal-Bud LLC involves the following:

↓ *↔ analysis the state of personnel potential business organizations under martial law*» (it is recommended to draw up an anti-crisis plan, which will provide for the redistribution of tasks between employees and partial payment of labor depending on the volume of performed tasks) - will allow optimizing

personnel management processes; increase the level of employee motivation (they will not be fired in difficult times); reduce labor costs;

↓↔*planningstaff*» (measures no improvement is planned. Planning will be carried out in accordance with standard approaches, but taking into account changes in the planning of operational processes and the structure of construction projects) - will allow planning processes to be carried out in parallel with the processes of planning the company's operational activities (number of construction projects, volume of construction works); optimize personnel management processes;

↓↔*search and hiring staff*» (improvement measures are not planned from the point of view of the organization of personnel search processes. The search procedure and channels remain unchanged for the period of martial law, however, after the Victory it is important to cooperate with higher education institutions) - will allow expanding the list of personnel search methods and tools, which will become especially relevant after Victory (cooperation with institutions of higher education engaged in the training of specialists in construction specialties); optimize personnel management processes;

↓↔*adaptationstaff*» (measures no improvement is planned. It is planned to be carried out according to a fixed algorithm, but it is important to pay special attention to specialists from temporarily occupied regions) - will allow optimizing the adaptation processes for specialists from temporarily occupied territories, which will allow not only to train personnel and adapt them to the conditions of work in the company, but also to provide them with the necessary psychological help and support; optimize personnel management processes;

↓↔*teachingstaff*»- it is planned to intensify staff training processes: trainings for all categories of staff – professional and psychological, which will increase staff motivation and support them in the most difficult psychological conditions; optimize personnel management processes;

↓↔*motivation*»(motivational models are planned to be used exclusively for personnel performing official duties in the same volume as before

martial law)- will allow to reduce costs for motivational measures and optimize personnel management processes.

Offered activities are recommended to implementation: they will allow not only to optimize personnel management processes in the LLC "Intergal-Bud",and will demonstrate their economic attractiveness through the reduction of labor costs and the improvement of financial results.

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2

The purpose of the final work is to consider scientific and applied approaches to personnel management of construction enterprises.

**The tasks of the attestation final work are:**

- determine the essence of enterprise personnel management;
- characterize the elements of the personnel management system;
- to consider methods of personnel management of the enterprise;
- give technical and organizational characteristics of "Intergal-Bud" LLC;
- determine the specifics of the personnel policy of "Intergal-Bud" LLC;
- conduct a diagnosis of the personnel management system of Intergal LLC Bud";
- consider the features of the personnel management system in the conditions martial law;
- to propose directions for improvement of management methods by the staff of "Intergal-Bud" LLC;
- evaluate the effectiveness of implementation of the proposed measures.



INTERGAL BUILDING

THE FUTURE IS BUILDING TO DAY

3



## Interpretation of the concept of "personnel"

AND. AND. I wish

AND. G. Goldfarb

the totality of all human resources that the enterprise has  
a set of permanent employees who have the necessary training and practical experience  
activity

AT. IN. Krushelnytska, D. P. Melnychuk

the main, permanent staff of qualified employees at the enterprise, which is formed  
and changes under the influence of internal (technology, nature of products,  
organization of production) and external (legal and moral norms of society,  
demographic processes, nature of the labor market) factors

L. IN. Balabanova, O. IN. Sardak

the totality of the company's employees (skilled and unskilled, permanent and  
temporary), who work for hire and have an employment relationship with the employer

## Interpretation of the concept of "personnel management"

IN. Galenko

a complex of interrelated economic, socio-psychological, organizational methods that  
ensure labor efficiency and competitiveness

enterprises

M. Hrachov

the field of activity, the main elements of which are the determination of the company's  
need for personnel, recruitment (hire selection), release, recruitment of personnel to  
work, development, monitoring and control of personnel. Also elements are the structuring of work,  
the policy of participation in success, the policy of remuneration and social services, management  
of personnel costs and management of employees

IN. M. Danyliuk, V. M. Petyuk, S. AT.  
Tsymbalyuk


part of the functional sphere of the personnel system as the main mechanism of the  
enterprise



5

Actual problem of the construction industry

ensuring the proper quality of construction and assembly works, which requires the provision of construction enterprises with personnel of appropriate qualifications



To increase the efficiency of personnel management at enterprises of the construction sector of Ukraine, the following methods are most often used

Actual problem of the construction industry

the spread of the practice of temporary employment of workers; limitation of personnel evaluation methods; decrease in the level of prestige of the construction profession

- effective recruitment system;
- training and stimulation of professional growth of personnel;
- high organization of workplaces;
- systematic retraining and advanced training of workers;
- rational planning of working hours;
- ensuring stable employment;
- improvement of material and non-material work motivation methods;
- formation of organizational culture and creation of a favorable psychological microclimate in the team;
- development and implementation of a complex of social and economic programs

Slide6

6  
INTERGAL BUILDING

Today, "Intergal-Bud" LLC is among the TOP-10 largest investment and construction companies of Ukraine

Residential complex "Academ. Quarter"

BFC "Intergal City"

Residential complex "Sky Avenue"

Information about the GDP of Ukraine and the share of the sector

construction services

№	Piv.	GDP		Share of the GDP of the construction industry, %
		MILL. UAH	M/BL. GDP	
1	2018	3560302	81259	2.3%
2	2019	3977198	107430	2.7%
3	2020	4222026	119441	2.8%
4	2021	5450849	150312	2.8%
5	2022	5191028	99560	1.9%

Analysis of the

dynamics of the total GDP and GDP by construction

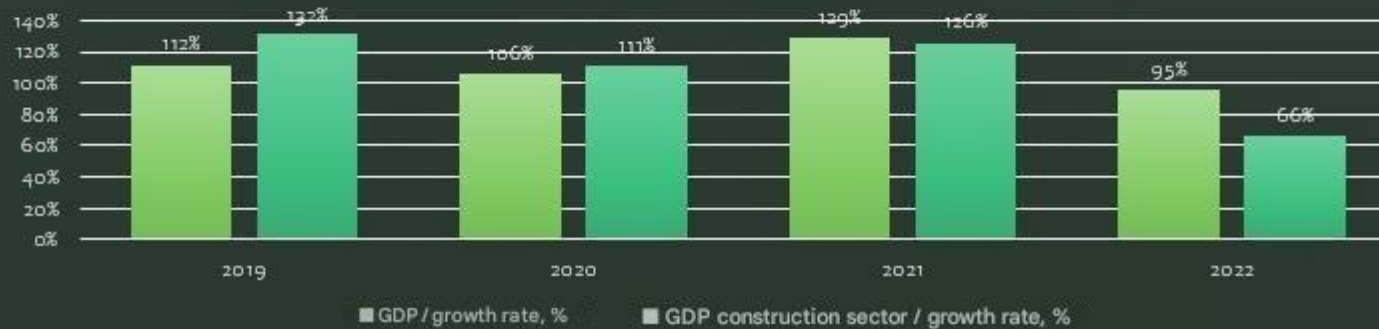
industry

№	Year	GDP /	GDP construction
		growth rate, %	sector/growth rate, %
1	2018	-	-
2	2019	112%	132%
3	2020	106%	111%
4	2021	129%	126%
5	2022	95%	66%



Analysis of the dynamics of the total GDP and GDP by construction

industry, %



8

Personnel structure of "Intergad-Bud" LLC for 2020-2022 by gender, %

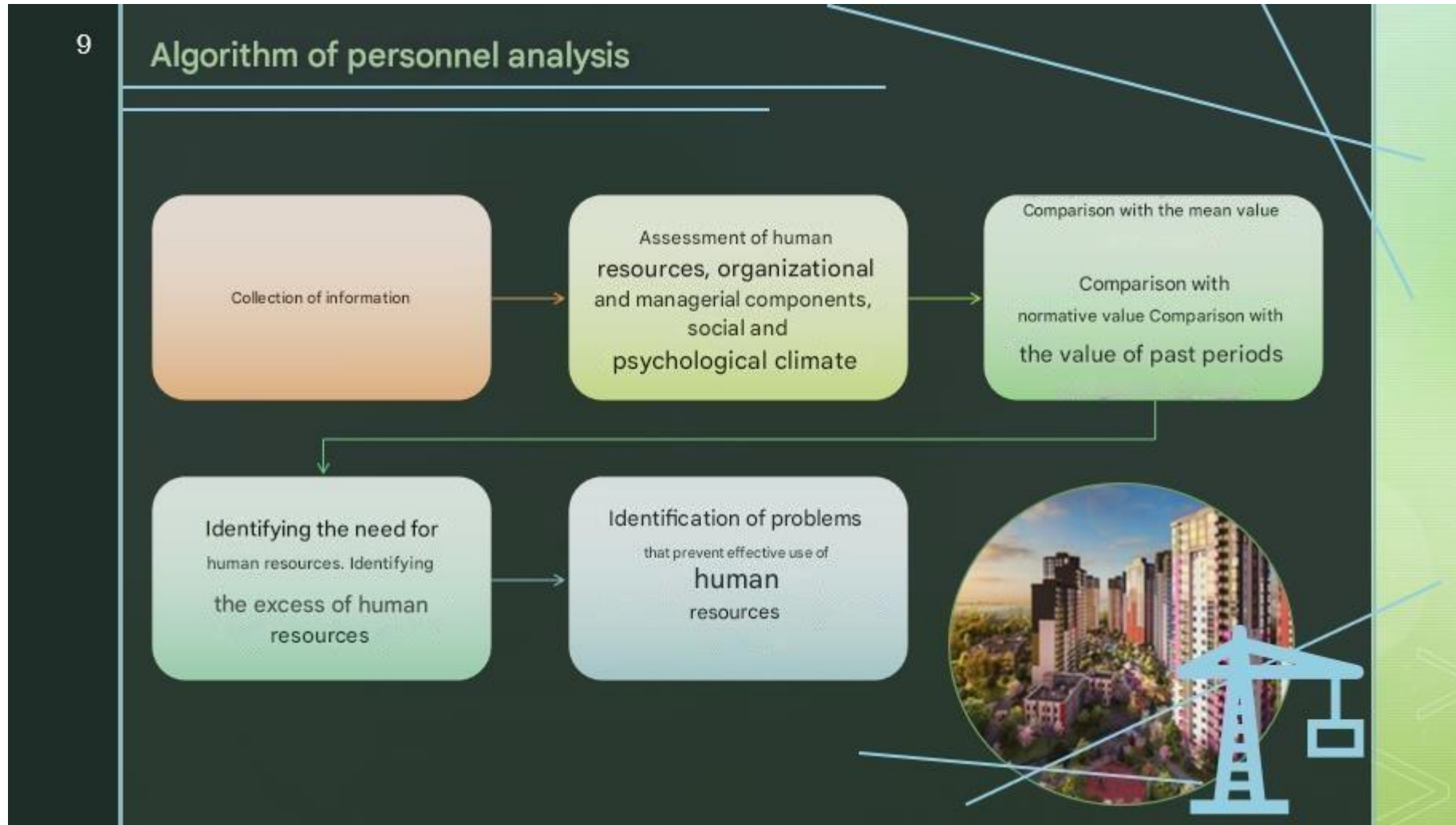


The structure of personnel costs of "Intergal-Bud" LLC for 2020-2022 p.p



Personnel structure of Intergal-Bud LLC for 2020-2022 by level of education, %





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### Legislative changes



- the legislation of Ukraine on labor at the beginning of the war did not provide for the introduction of changes regarding the regulation of labor relations under martial law
- the possibility of dismissal of personnel under martial law
- the possibility of hiring personnel under martial law



Changes in LLC, part of the staff of "Intergal-Bud" was laid off

there was a reduction in income due to the freeze. a number of construction projects

there were problems with work on construction sites due to problems with electricity supply

problems with the supply of construction materials due to disruptions in logistics chains

Reasons  
system changes  
management  
staff

reduction of orders (especially in the construction sector)

the impossibility of carrying out full-fledged activities due to the risks associated with martial law

part of the staff resigned due to the danger of staying in Ukraine



The implementation of measures to improve personnel management processes at Intergal-Bud LLC involves the following

analysis of the state of personnel potential of a business organization under martial law conditions

personnel planning

search and hiring of personnel

staff adaptation

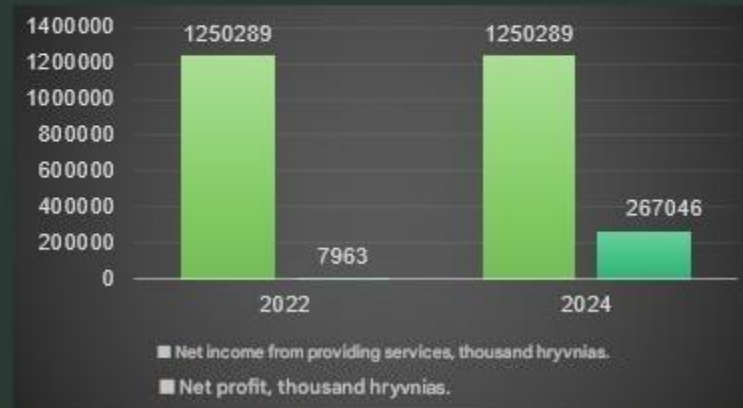
staff training

13

### Forecast report on profits and losses of "Intergal-Bud" LLC for 2024

№	The name of the Indicator	Actual value for the year		Change	
		2022	2024 is absolute	growth rate, %	
1	Net income from provision services, games	1250289	1250289	0	0%
2	net profit, thousand hryvnias	7963	267046	259083	3254%
3	Arby, thousand hryvnias	1749317	1749317	0	0%
4	Obligations, tusPEL	1739803	1739803	0	0%
5	Labor productivity, thousand hryvnias per person	438	438	0	0%
6	Profitability activity, %	0.64%	21%	21%	-
7	Return on assets, %	0.46%	15%	15%	-
8	Personal expenses, thousand hryvnias	782366	523284	-259082	-33%
	labor costs, thousand hryvnias	749471	490389	-259082	-35%
	education costs, thousand hryvnias	32895	32895	0	0%
9	Total costs, thousand hryvnias	929754	670671	-259083	-28%
10	Share of expenses for staff in the common room cost structure, %	84%	78%	-6%	-

### Dynamics of financial results of "Intergal-Bud" LLC for 2024 according to the forecasted profit and loss report



### Dynamics of profitability indicators of "Intergal-Bud" LLC



## Conclusion

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A full-scale war became a real challenge for all economic entities. All contours of modern enterprise management have undergone changes: management of financial and business activities (financial management), management of marketing activities (product, price, communication policies, etc.), sales management, personnel management.

