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LEADERSHIP IN A PERSONNEL MANAGEMENT OF ENTERPRISES IN THE CONDITIONS OF INTERNATIONAL INTEGRATION

The article identified the current trends in managing personnel of enterprises and their importance in the formulation of a new concept of leadership and scientifically proved that human plays a leading role in the production process and it is the human factor, not the means of production, is made in the first place in the industrial activity. Typical mistakes of enterprise management when selecting incorrect behavior strategy of the staff were generalized. The complex of measures to ensure the activation of enterprises in the conditions of international integration was identified.

Key words: *leadership, personnel management, international integration, globalization.*

Formulation of the problem. The world is changing, and with it the nature of the business entities changing too. Being part of the organization, management of the company must be able to adapt to changes. Assuming personnel as the resource "workforce", then there is a need of taking into account many factors in order to optimize the management of personnel, such as requirements for skills, the number of staff at the enterprise, reengineering, globalization, introduction of innovations, diversity of workforce, participation of hired workers in administrative processes and more.

Urgent is the problem of leadership. It is characterized by a large number of leaders operating in management with outdated categories, leading to extensive model of management.

Analysis of recent researches and publications. During the entire historical development of enterprises, management and leadership were relevant problems. The most significant progress in the study of this aspect had Western companies, because they were the first ones to focus on the worker, not the production, and the needs of the end user [2]. From year to year the need to change conceptual approaches to personnel management becomes more important. More and more organizations are beginning to deal with the above issues, including the Center for Creative Leadership, NEC Corporation – a corporation that is a leader in the integration of information technologies, one of the global consulting firms of management Development Dimensions International [2].

The practice of domestic enterprises activity testifies that in a world of globalization and integration the majority of Ukrainian managers do not have the necessary knowledge and skills to manage human resources of the company. As a rule, managers use instruments, formulated at the end of the last century and do not correspond to the realities of our time [3]. However, in our view,

further development identification of modern trends in management and systematization of the basic concepts of modernity are required.

As thoughtful and balanced management of the workforce, including the usage of a synergy effect, will greatly affect the effectiveness of the company, since employee productivity increases significantly. In addition, positive trends in this area favorably affect the competitiveness of the organization, making it a world leader in the market.

Goal setting of the article. The main purpose of this article is to determine the current trends in managing personnel of domestic enterprises and their importance in the formulation of the concept of "new leadership".

Statement of the material. At present businesses have no national boundaries. This is caused by the world globalization and international integration. Many workers are seeking certain development prospects abroad and want to get a job at a prestigious firm, including multinational corporations. As a result, there is a growing number of applicants for the job, and to improve the selection, management overstates the criteria for assessing workers for employing those with adequate knowledge and skills, and achievement objectives in the context of globalization and the world economy by the company.

One of the current trends in the management of human resources is that the person is playing a leading role in the production process and it is the human factor, not the means of production, is made in the first place in the industrial activity. At present the success and profitability of Western companies are some times greater comparing to the Ukrainian companies, which have been achieved through progressive views on personnel management. Leaders in decision-making and planning tasks play not the least role in this process.

The wrong choice of personnel behavior strategies, resulting from erroneous assessment of the situation on the labor market by responsible worker on personnel management, is the main relevant problem in management.

In our view, typical mistakes of executive staff at all levels of management can be represented by the scheme in Fig. 1.

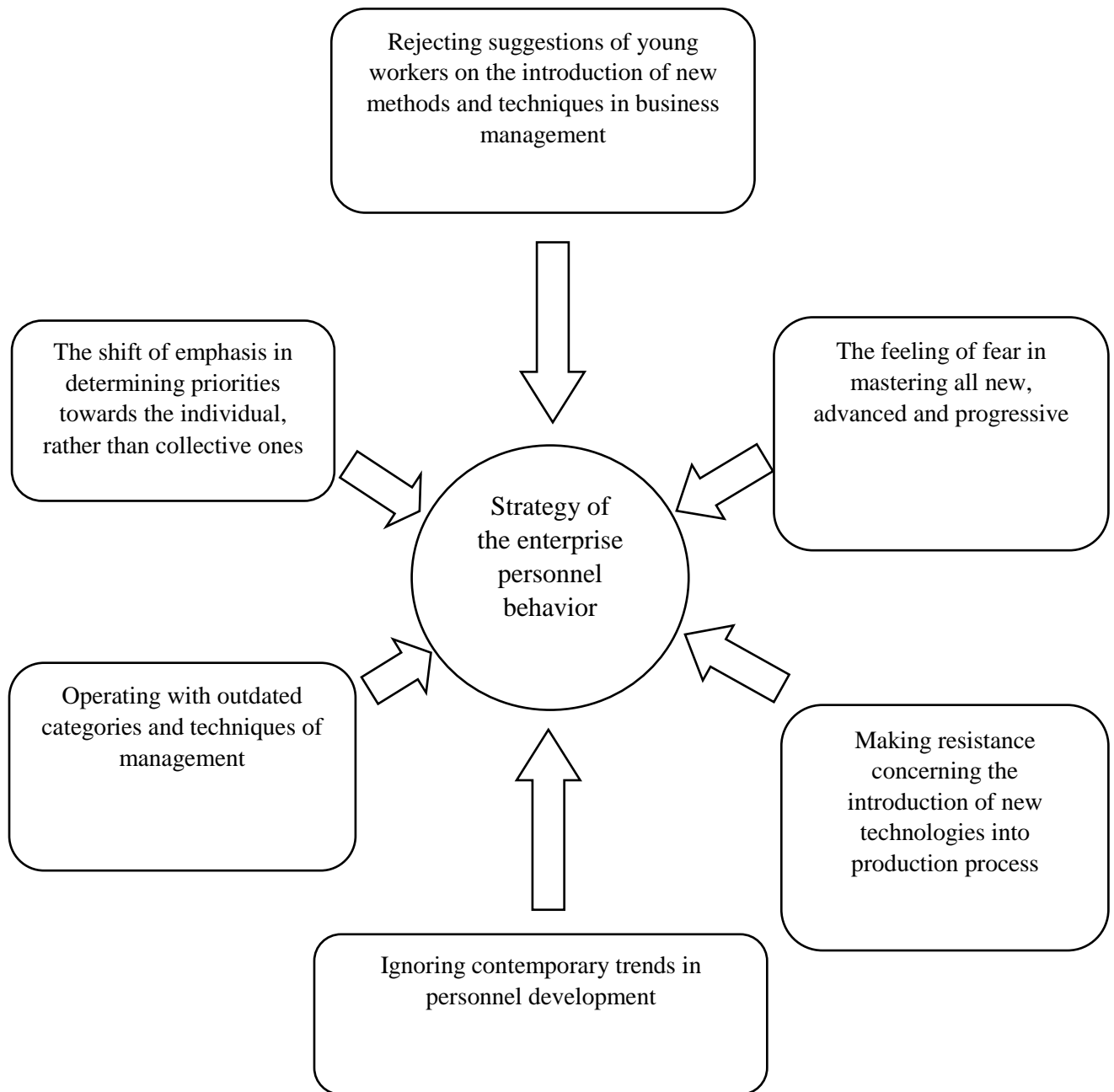


Fig. 1. Common mistakes of enterprise management in selecting incorrect personnel behavior strategies *

* Generalized by the authors

In our view, increase in the efficiency of the management of modern enterprises in the world globalization and international integration conditions should be promoted through implementation of the measures, represented in Fig. 2.

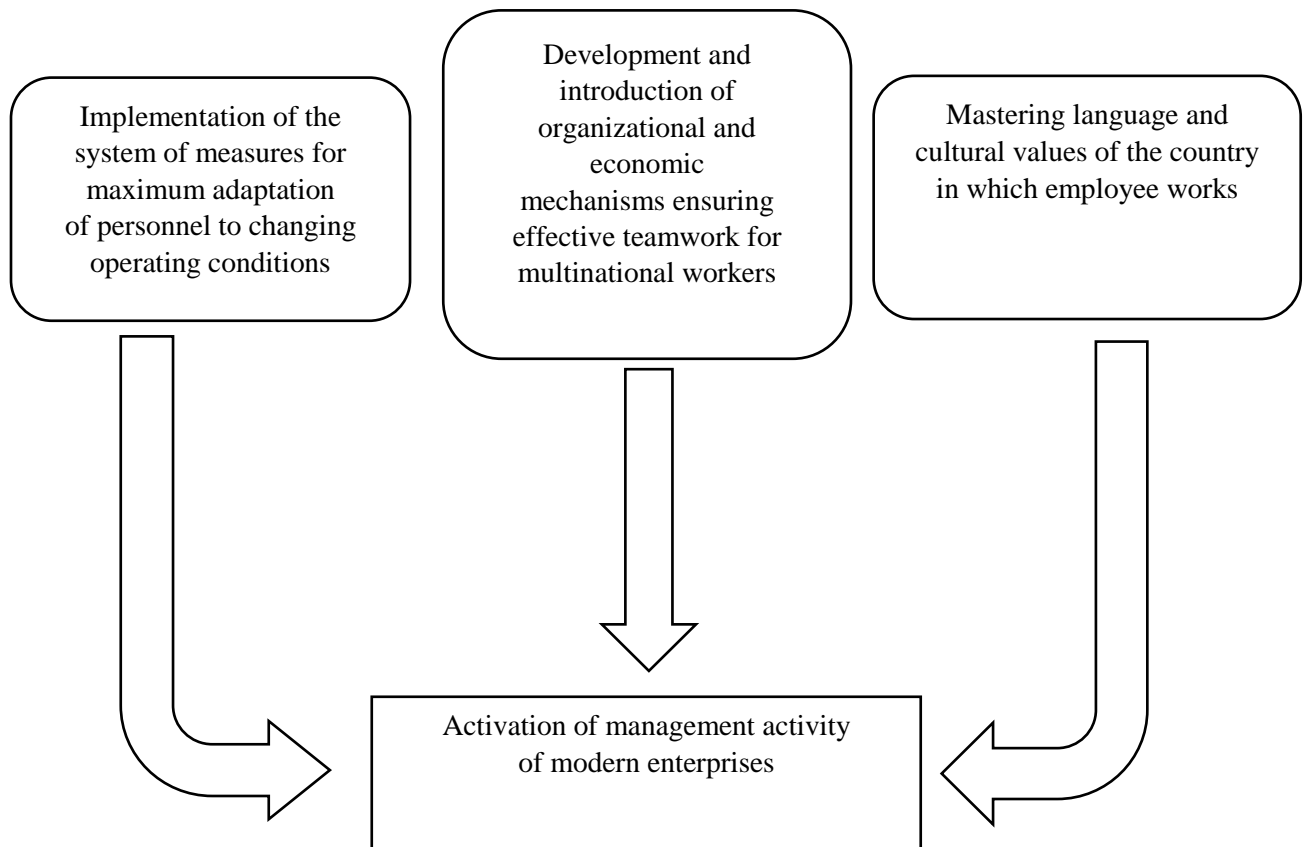


Fig. 2. The set of measures to ensure the revitalization of the management activity of enterprises under international integration conditions*

* Developed by the authors

The current workforce includes people of different sexes, beliefs, values, ideology, social status, ethnicity and so on. This leads to the fact that management must take into account all these features for maximum benefit of the company. As noted by S. Hougan, each worker has a comfort zone in which he will serve with maximum efficiency. In order to create comfort zone, it is necessary to offer flexible hours to some workers, and to others – certain social benefits such as health insurance, etc. [1].

Moreover, it is proved that teams with diversified workforce are 80% more efficient than non-diversified ones [2]. In order to attract more workers to the company, it is necessary to develop a corporate culture of the organization, since it encourages people to employ exactly in this company.

The key elements of the company are its competitiveness, product quality, productivity and workforce management efficiency. To improve these elements a company must have highly qualified staff. One way of achieving this goal is to conduct training courses on professional development, and influence on the opinions of collective through a leader. The company's management has little time to implement the necessary measures. In addition, there is such term as a study management system. That is such a platform that enables the workforce to find quickly the necessary materials for self-education in a particular aspect of their work.

One of the negative aspects of workers' activity is downsizing or abbreviation of the staff. The company aims at increasing profits and one way to achieve it is abbreviation. To mitigate this negative effect, properly formed communication "worker-manager" is significantly important. An important role in this process is played by the personnel department. All information regarding the release time should be up to the workers to reduce the amount of gossip and not decrease the performance of staff.

Considering that continuous improvement processes of implementing new technologies and increasing individual professionalism of personnel are essential criteria of successful continuous

improvement process, such activities are often aimed at improving the work with the consumer. Enterprise is focused on customers and doing everything necessary staff to act in the same way. Companies want to improve everything that is available in the enterprise, ranging from accounting and ending with meeting the needs of the end user.

To ensure these processes both support of top management of the company and understanding the need for innovation at lower levels of management are necessary issues. Not the last role is played by organizational processes, including supply of information. This function relies both on a personnel department and the managerial staff at all levels of management. Furthermore, a manager of department, in respect to whom changes are applied, should want to and implement innovations and be able to listen to subordinates, not criticizing their opinion.

Constant improvements and innovations are perceived positively at an intuitive level. But for now there are a lot of changes in the environment of the company. There may be a problem as a false sense of security, since constant changes making it difficult to assess objectively what is vital for the firm at the moment. Thus, there is a need to carry out re-engineering.

As noted by Sean Horgan, when changing more than 70% of all company processes, reengineering is carried out [1]. Under this concept a so-called change of priorities should be understood. That is, goals and objectives are changing, new ways of doing a particular work are establishing. Overall – this is how the organization performs business. Thus, a certain number of workers no longer know what to expect from the company. And then, this problem should take over the management of the company through providing assistance to employees. In particular, this may be a hint in the right direction, overcoming conflicts within the company, training and more.

Modernity offers new part of the labor force such as "contingent worker" [1]. Contingent workers are people who are usually hired to perform certain work in the short-term period. A special need for them arises when there is the job that requires specific knowledge, when there is a deviation in the flow or a lack of manpower in the company.

However, the personnel department faces the challenge of ensuring staff with working schedule that would satisfy their needs. Herewith, analysis of the references has allowed defining typical steps in management activity:

- competent planning;
- decision-making on contingent workers;
- introduction of contingent workers in the enterprise staff;
- adaptation of contingent workers to the organization conditions;
- providing information on the requirements for the quality of work.

"Decentralized jobs" is an interesting concept [1]. It means that there is no need to attract workers to a particular place of business activity. With the development of telecommunications and the Internet, new opportunities for workers and employers have emerged. Workers with disabilities or those with a family can work at home. At the same time, employers have the opportunity to reduce wage costs, as they may employ workers from around the world, including places with lower wages.

For the personnel management decentralized jobs create additional problems, because it is necessary to take account of the following factors:

- establishing the necessary criteria for assessing the quality of performed work;
- providing performance on high-quality level;
- ensuring timely work execution;
- determination of salary payment procedures;
- ensuring the needs of workers in health and safety.

It should be kept in mind that the search of new labor across the network instead of searching through agencies and recruiting firms becomes more efficient. The most effective measures are the following ones:

- proper personnel policies of managers regarding hiring;

- long-term relationship with candidates for vacant positions and increasing their interest in the work in the enterprise;
- transferring knowledge about values and corporate culture of the organization to the candidates.

In other words, in our view, employment branding at this level is of particular relevance, as well as the company's brand.

Particular impact on the effectiveness of the company have computer technologies. In practice "cognitive computing" and "understanding of computer technologies" are introduced. In other words, it is the ability to use machines for reading, analysis, communication and decision-making. The use of such technologies in the enterprise affects the performance of the company at all levels and reduces a number of certain work, and, respectively, downsizing too. In turn, in this case, the management of the company must provide setting problems so that people work in cooperation with machinery.

This task is complex and lengthy, but the results of its implementation are highly effective. The introduction of computer technologies in the activity of the company relies entirely on the management, since it determines, what is not enough in effective "man-technique" co-existence for the staff.

As noted by Sean Hougan, a mandatory element of company success is the concept of "worker participation" [1]. Employees are expected to delegate interests, the ability to make decisions collectively, to work in a team and set goals so that the team will understand how it is necessary to achieve them. As a result of analysis of scientific references on the current issue, types of workers participations have been summarized:

- delegation;
- collective management;
- team work;
- setting goals;
- training workers;
- strengthening professional skills of workers.

It is appropriate to establish trainings for interpersonal communication to make the teamwork the most productive.

Recently, more than 2\3 of international organizations believe that their workers are overloaded. That is, workers are overloaded with calls, meetings, information flows, projects, tasks and so on. Management should take this problem into account and change job instructions so that they meet the needs of employees. This can be achieved through granting some autonomy to workers with high productivity.

Due to changes in the external environment, there are changing requirements for the competence of future leaders. Western scientists believed that a leader should have the following qualities:

- adaptability;
- identity;
- "coverage of horizons";
- cooperation;
- the ability to think comprehensively [4].

In 2009 IBM executives have identified creativity the most important characteristic [3]. During the year the trend showed that leaders of organizations did not have enough opportunities to think strategically and effectively manage changes. Jeffrey Immelt, CEO of General Electric said that the leaders of the XXI century lack the ability to manage uncertainty. It should be concluded that leaders need knowledge of thinking. So there are new leaders' criteria, such as ability to learn, maintain comfort in case of uncertainty and strategic thinking.

Training, appointments to various positions, training in action, coaching and mentoring are the most standard methods of developing future leaders.

Although these methods are important, they are not enough in the new format of work to develop the necessary quality in leaders so that they can overcome the challenges of our time.

There are two kinds of leaders' development – horizontal and vertical [4]. Horizontal method – the method of competences – represents acquisition of new skills, new knowledge and behavioral models. In other words, these are training techniques. Horizontal development is the most effective when a particular issue was already in the past and there were some means to solve it.

On the other hand, the vertical development – cognitive method – is diagonally opposite concept, representing a gradual development of understanding the world. Around the age of 20 a person ceases to grow vertically, because he/she has already completed his/her growth. When a person does not stop at each subsequent level of mental development, he/she understands the world in more complex and specific way.

Therefore, one should not rely solely on horizontal development as only means. The ideal option would be a combination of horizontal and vertical ways of development for the future leader.

The leader who is on a high level of cognitive development can work more effectively due to the fact that he can think in more complex way. Every next level of perception provides an opportunity to learn more, to solve more complex problems, ability to give work direction and make changes. Such leader will be able to adapt more quickly to the situation and come up with more sophisticated and complex solutions to problems. Moreover, the "vertical" leaders have more developed strategic thinking.

Another factor of leadership development is the emergence of collective leadership. A key element of leadership is that any worker can be a leader, and it doesn't depend on the position in the organization. Leadership is freely distributed through a network of people. Key questions are "what do you need?" and whether "can we do it?". The question "who is the leader?" becomes less important, since the result will be more important.

Managers of enterprises should not focus on individual sets of skills, but on the ways of leadership development. The following criteria for the most effective leadership development in the enterprise have been identified by the authors:

- flexible hierarchy;
- optimal allocation of resources;
- mitigation of centralized control;
- open flow of information;
- giving teams opportunities of free optimal management decision-making.

Conclusions. The world globalization and international integration processes are changing the nature of the management of any company. It is important to be able to learn and make the right decisions in terms of global changes. Trends of the modernity encourage the search for new knowledge, new ways of solving problems, because there are a large number of companies looking to arrange super-professionals in their company around the world. It is, therefore, necessary to implement personnel management system of the company so that it will have priority in the employment of highly qualified specialists.

Particularly acute is the problem of leadership, since the concepts are changing. If the organization is able to make the right decision on the future leader and reassess priorities of leadership – then it will get maximum benefit.

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ЛІДЕРСТВО В УПРАВЛІННІ ПЕРСОНАЛОМ ПІДПРИЄМСТВ В УМОВАХ
МІЖНАРОДНОЇ ІНТЕГРАЦІЇ

У статті визначено сучасні тренди в управлінні персоналом підприємств, їхню важливість для формулювання нової концепції лідерства, а також науково доведено, що людина відіграє провідну роль у процесі виробництва та саме людський фактор, а не засоби виробництва, постає на першому місці в промисловій діяльності. Узагальнено типові помилки в управлінні підприємством під час вибору стратегії неправильної поведінки персоналу. Було визначено комплекс заходів для забезпечення активізації підприємств в умовах міжнародної інтеграції.