

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
KYIV NATIONAL ECONOMIC UNIVERSITY
named after VADYM HETMAN**

Institute of Business Education

Department of International Management

Field of knowledge **07 Management and Administration**

Speciality **073 Management**

Specialization **Business Administration (general)**

Educational and Professional Program **8M10i « Business Administration ((general) »**

External Form of Education

MASTER THESIS

**Developing Human Resources Management Policy at the Enterprise (on
the basis of “Gestoria Ukraine” LLC)**

By Olena Voitovych
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**Master Thesis has been approved for defense at
Attestation Examination Commission (EC)**

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KYIV 2022

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MASTER DEGREE PROGRAM	«BUSINESS ADMINISTRATION (GENERAL) »
BRANCH OF KNOWLEDGE	07 Management and administration
SPECIALTY	073 «Management»
SPECIALIZATION	8M10i «Business Administration (general)»

AGREED

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higher education seeker Olena Voitovych

Name, Surname

Extramural studies

Master Thesis

Title: Developing Human Resources Management Policy at the Enterprise (on the basis of
“Gestoria Ukraine” LLC)

The title of the Master’s thesis has been approved by the Rector’s Order **“16”12.2021 № 1903-CT**

Master Thesis is based on

“Gestoria Ukraine” LLC

**Preliminary plan of Master Thesis and the terms of its submission to the Academic
Supervisor**

Chapter 1. THEORETICAL AND METHODOLOGICAL ASPECTS OF HUMAN
RESOURCES MANAGEMENT OF THE ENTERPRISE (deadline – up to 24.01.22)

Chapter 2. SUBSTANTIATION OF THE PROJECT OF HUMAN RESOURCES
MANAGEMENT POLICY FORMATION AT THE ENTERPRISE (deadline – up to
21.02.22)

Chapter 3 EVALUATION AND IMPLEMENTATION OF THE PROJECT ON
FORMATION OF HUMAN RESOURCES MANAGEMENT POLICY AT THE
ENTERPRISE (deadline – up to 21.03.22)

Deadline for submitting the final version of the Master's Thesis to the Academic Supervisor
(Deadline - 16.05.22)

Object of research:	the human resources management policy at “Gestoria
	Ukraine” LLC
Subject of research:	the existing personnel policies and methods and ways of
	improvement and enhancement of human resources policies
The purpose of the Thesis:	at “Gestoria Ukraine” LLC
	identified bottlenecks in HR management and developed a
	project of actions for improvement of human resource
	management policies

Specific tasks the seeker has to accomplish to meet the objective:

In Chapter 1

- The essence, tasks and features of the process of human resources management of the enterprise
- The essence of the concept of Human resources policy of the enterprise and scientific-theoretical approaches to its definition
- Procedures and practices of human resources management at the enterprise

In Chapter 2

- Analysis of the current state of the consulting services market (accounting and legal services)
- Analysis of the activity of “Gestoria Ukraine” LLC
- Analysis of the human resources management system of “Gestoria Ukraine” LLC

In Chapter 3

- Formation of alternatives for reforming the human resources management system
- Assessment of economic efficiency of the implementation of alternative projects and possible risks
- Practices of corporate social responsibility at the enterprise

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ABSTRACT

Master's thesis for a master's degree on “ Developing Human Resources Management Policy at the Enterprise (on the basis of “Gestoria Ukraine” LLC)” contains 61 pages, 24 tables, 3 figures. The list of references includes 33 items and 2 Appendixes.

The object of the research is the human resources management policy at “Gestoria Ukraine” LLC.

The subject of the research is the existing personnel policies and methods and ways of improvement and enhancement of human resources policies at “Gestoria Ukraine” LLC.

The purpose of the Thesis is the theoretical analysis of approaches to human resources policy, identifying bottlenecks of it at “Gestoria Ukraine” LLC and formation of alternatives for reforming their human resources management system

The tasks of the work are:

- The essence, tasks and features of the process of human resources management of the enterprise
- The essence of the concept of Human resources policy of the enterprise and scientific-theoretical approaches to its definition
- Procedures and practices of human resources management at the enterprise
- Analysis of the current state of the consulting services market (accounting and legal services)
- Analysis of the activity of “Gestoria Ukraine” LLC
- Analysis of the human resources management system of “Gestoria Ukraine” LLC
- Formation of alternatives for reforming the human resources management system
- Assessment of economic efficiency of the implementation of alternative projects and possible risks
- Practices of corporate social responsibility at the enterprise

The working hypothesis is that the overall effectiveness of company's activity depends on the quality of personnel and proper level of human resources policy.

The informational base of the research is works of Ukrainian and foreign scientists, results of “Gestoria Ukraine” LLC activities: financial reports, organizational chart.

According to the results of the study, there should be implemented changes in the HR Policy of the enterprise at ‘Gestoria Ukraine” LLC with the possibility to use them in similar companies.

The results obtained can be used in activities of the company

Year of thesis completion - 2022

Year of thesis defense - 2022

REVIEW

to the Master Thesis
of higher education seekers of
the Educational and Scientific Institute of Business Education
Master Program “Business Administration”

Olena Voitovych

Title: Developing Human Resources Management Policy at the Enterprise
(on the basis of “Gestoria Ukraine” LLC)

- 1. Relevance of the topic.** The topic is relevant because the enterprise competitiveness in the market depends on the competence and qualifications of employees, which necessitates the development of effective human resource management policies, efficient procedures of recruiting, adaptation and training of employees, increasing their loyalty and motivation.
- 2. What is positive in the thesis.** At a high level, the author analyzed the main results of activities and personnel management system in LLC “Gestoria Ukraine”, identified shortcomings in personnel management that negatively affect staff turnover, employee satisfaction and performance, and developed a project of measures to improve human resource management policies, the effect of the implementation of the measures proposed by the author.
- 3. Availability of the author’s independent developments, and scientific novelty.** The thesis was done independently, the analysis was conducted at the appropriate level. The thesis contains a strategic map based on a method of Balanced Scorecard. The author proposed alternatives for developing an effective human resource management policy. The author also identified the risks associated with the alternative implementation and measures to minimize them.
- 4. The practical value of conclusions and recommendations.** Conclusions and recommendations are of practical value and can be recommended for implementation in LLC “Gestoria Ukraine”. Particularly valuable are the Personnel Development Strategy of LLC “Gestoria Ukraine” and measures for its implementation for 2022.
- 5. The presence of shortcomings.** The thesis has no significant remarks on the quality.

6. Admission to the defence of the master thesis. Olena Voitovych's master thesis on the topic "Developing Human Resources Management Policy at the Enterprise (on the basis of "Gestoria Ukraine" LLC)" meets the basic requirements, and can be highly assessed and admitted to defence.

Supervisor: Professor of
Socioeconomics and
Personnel Management
Department, D.Sc., Prof.

Svitlana Tsymbaliuk

03.06.2022

REVIEW

On master thesis

Higher education seeker **Olena Voitovych**

On thesis **Developing Human Resources Management Policy at the Enterprise (on the basis of “Gestoria Ukraine” LLC)**

The theme of the thesis is relevant as the competitiveness of an entity at the market depends on qualifications of employees, which puts human resource management policies to the top priorities of the company`s directions of activities.

In this work, the author analyzed the main results of activities and personnel management system at “Gestoria Ukraine” LLC, identified bottlenecks in HR management and developed a project of actions for improvement of human resource management policies, the effect of the implementation of the measures proposed also by the author.

The master thesis was done independently. For analysis there were used such tools as Balanced Scorecard and SWOT analysis. The author developed alternatives for designing an effective human resource management policy and indentified possible risks.

All conclusions and recommendations have practical value and can be implemented at “Gestoria Ukraine” LLC.

In general, master thesis on the topic “Developing Human Resources Management Policy at the Enterprise (on the basis of “Gestoria Ukraine” LLC)” meets the basic requirements and can be recommended for defence.

Reviewer

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“ ____ ” ____ 202__ .

(date)

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INTRODUCTION

The economic potential of the enterprise is the basis for ensuring the financial stability of the company and increasing its competitiveness. Labor potential is a structural component of an overall potential of an organization. According to its definition, a labor potential of an enterprise is the current and future labor resources, characterized by the number of employees, their professional and educational level and other qualitative characteristics.

Thus, the human resources management policy is an important part of company's overall strategy and should be aimed at optimizing the company's work and increasing its profitability. The theme of the consulting project is related to the need of exploring optimal ways to form human resources management policy at the enterprise "Gestoria Ukraine" LLC.

So, the topic of research is relevant and important, especially for small enterprises that are growing and want to optimize their business processes to increase their income.

This problem was studied by different scientists, such as L. Balabanova, O. Sardak, O. Gurchenkov, L. Donets, O. Krivoruchko, V. Nikiforenko, G. Osovska, O. Krushelnitskaya, T. Pogorelova, L. Pozdnyakova, N. Stetsenko and others. But there are still lack of information about the practical results of effective human resources management policy implementation.

The object of the research is the human resources management policy at "Gestoria Ukraine" LLC.

The subject of the research is the existing personnel policies and methods and ways of improvement and enhancement of human resources policies at "Gestoria Ukraine" LLC.

The purpose of the Thesis is the theoretical analysis of approaches to human resources policy, identifying bottlenecks of it at "Gestoria Ukraine" LLC and formation of alternatives for reforming their human resources management system

The main objectives of the project are:

- The essence, tasks and features of the process of human resources management of the enterprise
- The essence of the concept of Human resources policy of the enterprise and scientific-theoretical approaches to its definition
- Procedures and practices of human resources management at the enterprise
- Analysis of the current state of the consulting services market (accounting and legal services)
- Analysis of the activity of “Gestoria Ukraine” LLC
- Analysis of the human resources management system of “Gestoria Ukraine” LLC
- Formation of alternatives for reforming the human resources management system
- Assessment of economic efficiency of the implementation of alternative projects and possible risks
- Practices of corporate social responsibility at the enterprise

In this work I use the next methods of research:

- Analysis, synthesis, method of definition the essence, literature review while analyzing main approaches to human resoucers management;
- Comparative and graphical methods while analyzing main indicators of company’s activities.

The working hypothesis is that the overall effectiveness of company`s activity depends on the quality of personnel and proper level of human resources policy

The informational base of the research is “Gestoria Ukraine” LLC and works of Ukrainian and foreign scientists, results of “Gestoria Ukraine” LLC activities: financial reports, organizational chart.

The theoretical importance of this work is in in-depth overview of the problem while practical importance is in realistic suggestions for improvement of human resources policy of the company.

SECTION 1.

THEORETICAL AND METHODOLOGICAL ASPECTS OF HUMAN RESOURCES MANAGEMENT OF THE ENTERPRISE

1.1. The essence, tasks and features of the process of human resources management of the enterprise

Human resource management is a complex applied science of organizational and economic, administrative, technological, legal, group and personal factors, ways and methods of influencing the personnel of the enterprise to increase efficiency in achieving its goals [17]. On the other hand, human resources management is a systemically organized process of effective use of all personnel of the organization, aimed at achieving its goal [28].

Human resources management is the process of performing certain purposeful actions and provides the following main stages and functions:

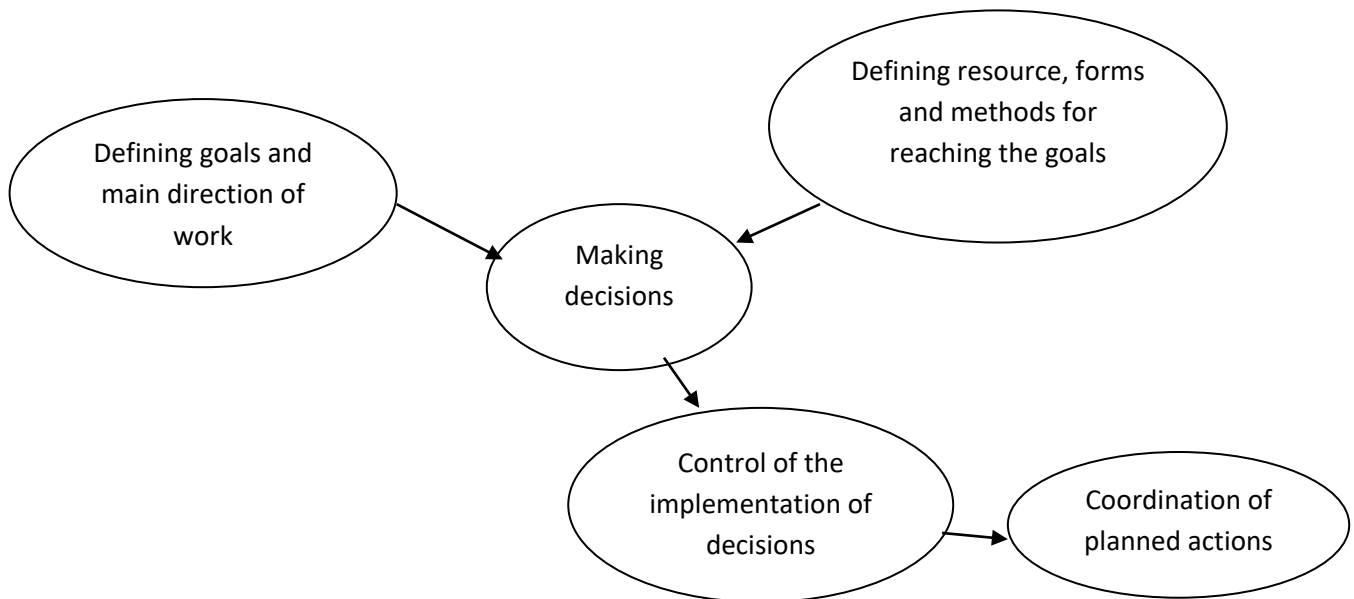


Fig. 1.1 – Main stages and functions of human resources management

Source: created by author, based on data analysis

The complexity and versatility of human resources management involves a multifaceted approach to its essence. Main aspects of human resources management are:

- technical and technological (reflects the level of development of specific production, features of the techniques and technologies used in it, production conditions, etc.); [20]

- organizational and economic (contains problems related to planning the number and structure of staff, their financial incentives, use of working time, organization of office work, etc.);

- legal (includes issues of compliance with labor legislation in personnel work);

- socio-psychological (reflects the issues of socio-psychological support of human resources management, the implementation of various sociological and psychological procedures);

- pedagogical (provides solutions to issues related to education, mentoring, etc.) [27].

Analysis of literature sources and management practices of different organizations gives grounds to consider human resources management at different levels.

At the lower level (brigade, section, functional unit) foreman, head directly manages the performers, who bring to each subordinate production tasks, provide them with the necessary resources, monitor tasks, labor discipline, compliance with labor protection norms and rules, quality of products, etc. .

At the middle level of management (department, shop, branch) issues of production planning, using labor forces rationally, organization of activities, wages, filling vacancies are addressed.

At the highest level of management, personnel strategy is developed as a functional component of the overall strategy of the organization, human resources management policy is formed, the amount of investment in staff development is determined, decisions are made to replace key positions [28].

The main stages of human resources management in the organization are as follows:

- staff planning, the main purpose of which is to develop a plan to meet the future needs of the organization in human resources;
- attracting staff and creating a reserve of potential candidates to fill all positions;
- selection of personnel, in the process of which the evaluation of candidates is carried out and the best of the candidates are selected;
- determination of salaries and possible additional benefits for employees of the organization in order to attract and retain staff;
- professional orientation and adaptation in order to quickly introduce new employees to the organization and realize their potential;
- staff training as a continuous process, which is a necessary condition for effective performance of work;
- evaluation of employees' activity (personnel certification);
- labor relocation (transfers, dismissals of employees), the purpose of which is their more rational use;
- training of managers as an important component of the entire human resources management system [19].

Human resources management functions are activities of the company's management which are conventionally divided into general and specific [27].

General functions include: planning, organization, coordination, control and motivation. These functions are performed by all managers, within their job duties, rights and responsibilities.

Specific functions of human resources management are determined by the functional division of labor between structural units and employees. These functions are not enshrined in the current regulations, but they can be identified from the list of tasks and responsibilities contained in the "Handbook of Qualifications to Occupations" [28].

The key functions of the human resources management system today include:

- recruitment and selection of staff;
- quality management of staff activities, their motivation;
- improvement of the remuneration system;
- training and advanced training;
- formation and maintenance of a favorable moral and psychological climate;
- improving methods of personnel evaluation;
- management of internal movements and careers of employees;
- participation in the development of organizational strategy (in the future it is expected to transform the corporate strategy into a strategy of human resource management) [24].

Methods of human resources management – is a way to influence the team or individual employee to achieve the goal, coordination of its activities in the process of enterprise activity.

Administrative is based on power, discipline or punishment - "whip method" (orders, instructions); economic - "gingerbread method" (technical and economic planning, incentives, employee participation in the distribution of profits, insurance) and socio-psychological (creative atmosphere, moral sanctions and incentives) [18].

Table 1.1 – The comparison of methods of human resources management

Criteria	Methods		
	Administrative	Economic	Socio-psychological
Essence of methods	Coercion	Interest	Conviction
Pecularity of methods	Directive, discipline	Optimization of motives	Methods of psychology and sociology
The purpose of the method	Implementation of laws, plans, directives	Achieving competitiveness	Achieving mutual understanding
Management structure	Hard	Adaptive to the situation	Adaptive to the personality
Form of ownership	State	Private, state, corporate	Private
Form of influence	Normative and methodical documents	Stimulation	Management of social and psychological processes
Predominant direction of influence	Top-down	Vertical (top-bottom and bottom-up)	Vertical and horizontal
Leadership style	Authoritarian	Mixed	Democratic

Source: built by author on the basis of [27]

In the process of creating an enterprise or organization, the foundations of the human resources management system are built. The efficiency of the enterprise as a whole will depend on the extent to which this system will be formed competently and rationally and will not provide for duplication of personnel functions.

Therefore, the task of forming or improving the human resources management system at modern Ukrainian enterprises is especially important in the current difficult conditions of economic development of the country and individual businesses at different levels of government. It must be solved in a timely manner, comprehensively and taking into account the leading foreign experience in this field.

Table 1.2 – Different approaches to the definition of human resources management

Author	Definition
L.Balabanova, O. Sardak [15]	Human resources management system is a set of goals, objectives and main directions of activities, as well as various types, methods and appropriate management mechanism aimed at improving productivity and quality of work
O.Gurchenkov [17]	Human resources management system is a subsystem of enterprise management as a whole, which has a purpose, content and a certain mechanism
L.Donets [18]	The human resources management system is a set of goals, objectives and main directions of activities, as well as various types, forms, methods and appropriate management mechanism aimed at ensuring continuous improvement of enterprise competitiveness, increasing productivity and quality of work, ensuring high social efficiency functioning of the team
O. Krivoruchko [19]	Human resources management system is a set of interconnected elements within which human resources management functions are implemented.
V. Nikiforenko [20]	Human resources management system is a set of methods, procedures and programs of influence of the organization on its employees in order to maximize the use of their labor potential
G. Osovska, O. Krushelnitskaya [22]	Management system is an ordered set of interconnected elements that differ in functional goals, operate autonomously, but aimed at achieving a common goal
T.Pogorelova [23]	The human resources management system is the implementer of human resources management functions and is a set of related, agreed methods and means of human resources management of the enterprise, which are designed to organize and direct the activities of personnel to achieve the goal
L,Pozdnyakova [27]	The human resources management system involves the formation of goals, functions, organizational structure of human resources management, vertical and horizontal functional relationships of managers and specialists in the process of justification, development, adoption and implementation of management decisions
N. Stetsenko [26]	Human resources management system is a set of mechanisms, social technologies, processes, relationships, which is aimed at solving problems in the workplace, built taking into account the objective and subjective factors that determine the effectiveness of human resources management

Source: built by author on the basis of [15, 17, 18, 19, 20, 22, 23, 26]

Summarizing these definitions of "human resources management system", it can be stated that some authors understand it as an ordered set of interconnected elements (G. Osovskaya, O. Krushenitskaya), a set of goals, objectives and main activities, as well as various types, methods and the corresponding management mechanism (L. Balabanova, O. Sardak, L. Donets), the subsystem of enterprise management as a whole, which has a purpose, essence and a certain mechanism (O. Gurchenkov, N. Gusarina), implementer of human resources management functions and is a set of related, agreed methods and means of human resources management (T. Pogorelova, Y. Ignatieva), a subsystem that involves the formation of goals, functions, organizational structure of human resources management (I. Pozdnyakova, D. Biletska), a set of methods, procedures and programs of influence of organizations on their employees (V. Nikiforenko), a set of interconnected elements within which the functions of human resources management are implemented (O. Krivoruchko, T. Vodolazhskaya).

The human resources management system of the enterprise should be understood as a set of interconnected elements that serve the human resources management process in accordance with the defined goals, objectives and main activities of the enterprise, which is an important subsystem of the overall enterprise management system.

In each of these cases, the solution of the issue of forming a human resources management system is typical and includes a number of stages, but there are some features related to the essence of work at each stage.

Usually, the human resources management system has already been formed at the existing enterprises. However, the question of its improvement arises before the management of enterprises in cases if a new enterprise is created, the existing enterprise is restructured, a merger is performed, the existing enterprise is divided. Thus, the goals of formation and operation of human resources management system may vary depending on the direction and characteristics of managerial influence, specific conditions and level of development of the organization, the impact of external and internal environment, and most importantly - they must meet the overall goals and development strategies.

1.2. The essence of the concept of Human resources policy of the enterprise and scientific-theoretical approaches to its definition

Human resources management is a difficult process of staffing the company, organizing their effective use and professional development. Today, in the transition to a market economy, many leaders of Ukrainian production organizations underestimate the importance of methods of human resources management, which are inherent in modern management and are actively used abroad for effective management and productivity.

Human resources policy is one of the most important tools of active influence on all processes taking place in the team. In particular, it affects the country's economy, because the activities of organizations largely depend on employees. So, work with personnel refers to the key moments of any enterprise as an element of the state economy.

Human resources policy of the enterprise is a set of principles, methods, forms, measures and procedures for the formation, implementation, improvement and use of staff, creating optimal working conditions, its motivation and incentives. For a more in-depth study of Human resources policy, it is necessary to analyze the essence of this concept, which scientists have interpreted differently.

In general, human resources policy is a system of various forms, methods of formation, improvement and use of personnel to achieve the goals of the enterprise.

The main purpose of human resources policy is to ensure the proper functioning of the system of selection, use of personnel, its development in accordance with the needs of the enterprise, the requirements of applicable law and the state of the labor market.

The goals of human resources policy of the enterprise are:

- timely provision of the enterprise with personnel with the required qualification in the required number;
- providing conditions for compliance with the norms and responsibilities of employees provided by labor legislation;
- rational use of human resources;

- formation and support of effective work of teams.

Based on the goals, the main objectives of human resources policy are:

- timely provision of the company with qualified staff;
- rational use of staff;
- formation and maintenance of efficient operation of the enterprise.

Table 1.3 – Different approaches to the definition of human resources policy

Author	Definition
O.Krushelnitskaya, D. Melnichuk [27]	Human resources policy is considered as a set of principles, methods, forms of organizational mechanism for the formation, development and use of personnel, creating optimal working conditions, motivation and incentives
F. Demidov [27]	Human resources policy is a purposeful activity in the field of determining the main strategic and tactical areas for the selection, placement, improvement of professional and business qualities of personnel, taking into account data on their quantitative and qualitative needs, status and prospects of social development
G.Spivak [27]	Interprets the human resources policy of the enterprise as an activity related to the relations between the subjects of the organization (social and professional qualification groups, individuals and the organization as a whole). The main problem of Human resources policy - the organization of relations "power - subordination" and joint activities, defining the roles of the organization in the affairs of the enterprise, defining the forms and tasks of the organization, principles and methods of their interaction
V. Vesnin [15]	Human resources policy of the enterprise is a system of views, requirements, norms, principles that determine the main directions, forms and methods of working with staff. Its goals are to preserve, strengthen and develop human resources, create a productive team, provide favorable economic, social and psychological conditions for its activities
E. Maslov [17]	defines human resources policy as the main direction in working with personnel, a set of basic principles implemented by the personnel department of the enterprise
V. Stets, I. Stets, M. Kostyuchik [18]	Human resources policy of the enterprise is a holistic personnel strategy that combines different forms of personnel work, styles of its implementation in the organization and plans for the use of labor

Author	Definition
E.Parhimchyk [19]	Human resources policy of the organization is formulated (orally or in writing) principles, priorities, norms, rules of work with personnel, obligatory for all participants of process of human resources management which are directed on achievement of tasks and strategic purposes of the organization and are used taking into account constant changes in internal organizational conditions and environmental requirements .
V.Voronkova [20]	Defines human resources policy as a system of techniques, skills, methods, forms and methods of personnel work, which are developed and applied in the practice of government agencies and individual organizations
M.Vinogradskiy O.Shkanova [22]	Human resources policy is a system of principles and rules according to which its employees operate in the internal and external environment
A.Egorshyn [23]	Human resources policy defines the general line and guidelines for working with staff in the long run
F.Hmil [23]	Human resources policy is a set of different forms of activity with staff to create a highly productive team that allows the company to respond quickly and adequate to changes in the external and internal environment
V.Scherbak [23]	Human resources policy is a purposeful activity to create a workforce that would be the best contribute to the combination of goals and priorities of the company and its employees

Source: built by author on the basis of [15, 17, 18, 19, 20, 22, 23, 27]

Human resources policy is divided according to the level of influence of the management on the personnel situation and the degree of openness in the formation of human resources policy. Depending on the level of awareness of the rules and regulations underlying personnel measures, and the level of influence of management on the personnel situation in the enterprise there are the following types of human resources policy:

1. Passive human resources policy: the company's management does not have a specific system of action in relation to personnel, and work with staff is to avoid negative consequences. Such enterprises do not implement particular measures to assess

performance, diagnose the personnel situation in general. Management in such organizations tries to resolve conflict situations quickly in any way, but they do not determine in advance what exactly led to the conflict. So, management does not conduct a preliminary analysis of personnel problems, which is bad, because it can lead to negative consequences.

2. Reactive human resources policy: the company's management monitors the negative aspects of work with staff, the causes and situation of the crisis, as well as takes measures to localize the crisis. Unlike passive human resources policy, reactive is focused on identifying problems that lead to conflict situations. At such enterprises, human resources managers diagnose the problem and, accordingly, implement measures to eliminate it.

3. Preventive (proactive) human resources policy. It provides certain forecasts (short-term and medium-term) on the company's staffing needs, and has formulated staff development objectives. So, this policy is present only in those enterprises that are characterized by forecasts of the personnel situation.

4. Active human resources policy: the company's management has not only the forecast but also the means to influence the situation; the personnel manager is able to develop anti-crisis personnel programs, to constantly monitor the situation and adjust the implementation of programs in accordance with the parameters of the external and internal environment.

5. Adventurous human resources policy is that management does not know enough about the work of staff but still intends to influence it. Any of their decisions, in this case, are poorly reasoned. If there is an unforeseen situation, then with this Human resources policy retraining of staff takes a very long time, which can negatively affect the activities of the organization.

Depending on the degree of openness to the external environment in the formation of personnel (the principle of the orientation of the company to its own staff or external staff) distinguish the following types of Human resources policy:

1. Opened Human resources policy: the company is ready to hire any specialist, if he has the appropriate qualifications, without regard to experience in this or a related company. Opened Human resources policy is characterized by the fact that the company is transparent to potential employees at any level; it is possible to start working in it both from the lowest level and from a position at the top management level. This type of Human resources policy is characterized by modern telecommunications companies and car companies that are ready to "buy" people at any job level, regardless of whether they have previously worked in similar companies.

2. Closed Human resources policy: the company focuses on the inclusion of new staff only at the lower level, and the replacement is from the employees of the company. This type of Human resources policy is typical for companies focused on creating a particular corporate atmosphere, the formation of a special spirit of involvement, as well as for companies operating in a shortage of human resources [27].

Table 1.4 - The comparison of opened and closed human resources policy

Functions	Opened Human resources policy	Closed Human resources policy
Recruitment of personnel	Transparent, based on a competitive selection with high competition in the labor market	The situation of labor shortage
Adaptation of personnel	Possibility of quick inclusion in competitive relations, introduction of new approaches	Effective adaptation through training, high team cohesion, inclusion in traditional approaches
Training and development of personnel	Often held in outdoor centers, promotes the borrowing of new	It is often carried out within the enterprise, promotes the formation of a unified view, general technologies, adapted to the work of the enterprise
Promotion of personnel	The possibility of growth is complicated, as the trend of recruitment prevails	Preference for senior positions is always given to employees of the company, career planning is carried out

Functions	Opened Human resources policy	Closed Human resources policy
Motivation of personnel	Preference is given to issues of incentives (external motivation)	Preference is given to issues of motivation (meeting the need for stability, security, social perception)
Implementation of inovations	Constant innovative influence of new employees, the main mechanism of innovation - the contract, determining the responsibility of the employee and the company	The need to specifically initiate the process of developing innovations, a high sense of ownership, responsibility for changes

Source: built by author on the basis of [27]

In Ukraine, all the above mentioned types of Human resources policy are applied. Each of them has its advantages and disadvantages, so management needs to analyze each of them in detail before implementing.

When creating a Human resources policy take into account such three stages as: rationing, programming, staff monitoring

The first stage is the stage of rationing. It is to establish certain rules for coordination between the objectives of work with staff and the overall objectives of the organization. At this stage, the strategy of the enterprise is analyzed, according to which the desired image of the employee, his skills and qualifications, as well as methods of training are formed.

The second stage is the programming stage. At this stage, certain programs are created to work with staff. When creating these programs will take into account both current conditions and possible future changes.

The third stage is the stage of personnel monitoring. At this stage, staff evaluation is carried out. Specific measures are being designed to develop and use the knowledge and skills of staff.

The formation of Human resources policy objectives also depends on the stage of development of the enterprise. At the stage of enterprise formation, the issue of Human resources policy is not as acute as the issue of attracting investment, capturing the market, consumers and so on. At this stage it is necessary to begin to form the goals of work with staff, to create certain programs that take into account the objective number of staff, methods of their selection. Develop a system of staff motivation. At the stage of intensive growth of the enterprise, new departments and subdivisions are created, which is why there is a need to attract new staff, to create rules and norms of behavior, as well as methods of personnel evaluation. At the same time, it is necessary to dismiss employees who have shown themselves only on the negative side. At the stage of stabilization of the enterprise it is necessary to reduce personnel costs. Develop a system of career development of employees. At the stage of enterprise decline, the main task of Human resources policy is to develop a strategy for reorganization of personnel programs. It is necessary to reduce the number of staff, but increase their productivity. At this stage, conflicts often occur within the team, so it is necessary to resolve them, and most importantly look for a reason to prevent them in the future [23].

1.3. Procedures and practices of human resources management at the enterprise

Important for the successful formation and effective implementation of the strategy and policy of human resources management of the organization is a constructive approach to defining the general and specific principles of this process, as well as a clear formulation of directions for the formation and implementation of relevant strategies and policies

Table 1.5. – General and special principles of formation and implementation of strategy and policy of human resources management of organizations

Principle	The essence of principle
<i>General</i>	
The principle of justice, equality and balance	Means that while developing a strategy and policy of human resources management it is necessary to achieve and/or maintain a certain balance (equilibrium) in the organization, ie to form such strategic goals and objectives, the implementation of which would contribute to positive changes in each area of operation and development.
The principle of competitiveness	This means that when developing a strategy and policy of human resources management of the organization it is necessary to identify existing competitive advantages and create opportunities for their increase and implementation, which, in turn, will increase the competitiveness of staff and the organization as a whole
The principle of systematicity and hierarchy	Means that human resources management strategies should be mutually consistent and interdependent with other ancillary functional strategies - production, marketing, innovation, investment and general overall development strategy of the organization, as well as with human resources management policy
The principle of complexity	It covers all areas of work with staff and takes into account the interconnectedness and interdependence of its individual components: economic, organizational, social and other aspects, as well as taking into account the ultimate goal of strategy and policy of human resources management of organizations should be interconnected achievement. That is, when developing an appropriate human resources management strategy and policy, it is necessary to consider whether the organization has the necessary capacity to implement them, whether the tasks and operational objectives are defined precisely and correctly, whether executors are legally appointed, whether there is feedback, etc.
The principle of adaptability	Means the ability of the strategy and policy of human resources management of the organization to adapt to changing environmental conditions and unexpected circumstances that arise in the process of their implementation
The principle of alternativeness	Evidence that there may be several options for achieving the strategic goal in the implementation of the strategy and policy of human resources management of the organization. This is determined by both objective and subjective factors of functioning and development of the organization, the presence or absence of certain competitive advantages, the ability to effectively use these competitive advantages, increase or create new ones, etc.
The principle of scientificity	It is that when developing a strategy and policy of human resources management of the organization it is advisable to take into account the achievements of scientists in social and labor relations, use modern scientific developments, human resources technology in human resources management to improve efficiency and performance of the organization as a whole

Principle	The essence of principle
The principle of cooperation	Involves the administration of the organization to represent all categories of personnel in the process of developing and implementing human resources management strategy and policy in order to reconcile their interests, as well as receiving proposals for further development of the organization and making adjustments at various stages of development and implementation of strategy and policy
<i>Specific</i>	
The principle of creativity	Provides the ability of developers of strategy and policy of human resources management of organizations to think creatively and generate ideas aimed at regulating and supporting innovative change in all areas, the accumulation of new knowledge within the management
The principle of consistency	Provides strict compliance with labor laws at all stages of formation and implementation of strategy and policy of human resources management of the organization
The principle of economy	Assumes that the formation and implementation of strategy and policy of human resources management of the organization should be based on specific economic calculations based on the real capabilities of the organization (in particular, the ability to ensure cost recovery for human resources management activities)
The principle of specificity and targeting	It takes into account the specifics, features, uniqueness of the staff and the organization itself, for which the strategy and policy of human resources management is prepared.
The principle of flexibility	Means that the organization's human resources management strategy and policy should be sufficiently dynamic or flexible and take into account the individual approach to each of its employees
The principle of responsibility	Means that the organization's human resources management strategy and policy should focus on long-term planning, career opportunities for all categories of staff, responsible performance of their duties, tolerant attitude of employees between themselves, as well as in the system of relationships "manager - employee" and "Subordinate - leader"
The principle of social orientation	Means that the strategy and policy of human resources management of the organization should be focused on obtaining not only economic but also social effect and ensure adequate social protection of employees, emphasize the importance of the role of human resources of the organization

Source: built by author on the basis of [27]

As you can see, table 1.5 shows the basic general and special principles of formation and implementation of human resources management strategy and policy, which are typical for most organizations that operate and develop in modern domestic conditions.

In my opinion, compliance with the above mentioned general and specific principles for the formation and implementation of human resources management strategy and policy will allow the management of any organization (regardless of size, ownership and field of activity) to pursue a more flexible effective policy for effective human resources management in the long run.

Regarding the directions of formation and implementation of human resources management strategy and policy, in my opinion, the main ones are the following:

- regulatory - provides for compliance with current legislation of Ukraine in the process of forming and implementing strategy and policy of human resources management, relevant local documents and standards governing human resources management at the micro level;

- organizational (administrative) - involves the organization of effective application of administrative methods and tools in the process of human resources management in terms of its main general functions

- planning (development of plans, job forecasts, their accounting, career planning and design, comparison of potential opportunities, abilities and goals of employees with the requirements of the organization and plans for its development, formation of personnel reserve, etc.), directly the organization (selection, recruitment, placement, training, internships, retraining and advanced training); motivation and control;

- socio-psychological - adaptation of new employees to the organization, acquainting them with the requirements, corporate culture, rules of business etiquette, norms, etc .; work motivation; social protection of staff (ensuring the social affiliation of employees); assessment and certification of staff activities, their personal and professional characteristics;

- economic - the creation of a system of incentives through financial and economic instruments (salary increases, bonuses, various allowances, etc.);
- informational - ensuring transparency, openness of the process of formation and implementation of human resources management strategy and policy, coverage of all its stages through direct and indirect communication channels directly in the organization and in the media [27].

Thus, the formation of an effective human resources management system is a complex process that covers many activities and involves studying the tasks and objectives of the human resources management system, defining successive stages, as well as a set of basic methods and principles of its construction.

In general, the human resources management system is a complex mechanism that manages the organization as a whole and its individual units, develops strategies and policies for human resources management, organizes the recruitment and promotion of personnel, deals with motivation and social development of employees. The system of human resources management, which has developed at leading domestic enterprises under the influence of the introduction of advanced foreign technologies of human resources management and the crystallization of their own experience, today contains a number of subsystems:

- Analysis and planning of personnel - This subsystem includes the development of Human resources policy, development of human resources management strategy, analysis of human resources and labor market, personnel planning, forecasting staffing needs, organization of advertising and interaction with external organizations providing staff
- Selection and hiring of staff - Conducting interviews, tests, questionnaires to identify intellectual level, professionalism, communication and other necessary qualities
- Personnel evaluation - the level of knowledge, skills, abilities and personal responsibility; evaluation of the work performed and its results
- Organization of training and retraining of personnel - Training of personnel, retraining and advanced training, induction, organization of personnel growth,

implementation of professional advancement and career of employees, work with the personnel reserve

- Performance appraisal and staff rotation - Carrying out activities aimed at demonstrating compliance of performance, qualities and potential of the employee's personality with the requirements for the work performed

- Remuneration management - Formation of forms and systems of remuneration, study of areas of material incentives for staff

- Motivation of staff - Development of motivation systems, development of remuneration systems, staff participation in profits and capital of the enterprise, development of forms of moral incentives for staff

- Organization of labor relations at the enterprise - Evaluation of staff performance of their functional responsibilities, the formation of employees' sense of responsibility, analysis and regulation of group and interpersonal relationships, management of industrial conflicts and stress, socio-psychological diagnostics, corporate culture, work with complaints about labor relations

- Accounting of employees of the enterprise - Accounting for the reception, transfer, remuneration and penalties of employees, dismissal of staff, organization of efficient use of personnel, employment management, personnel records management

- Creating working conditions - Creating safe working conditions for employees; observance of norms of psychophysiology of work, ergonomics, technical aesthetics; personnel security

- Social development and social partnership - Organization of food, medical and household services, recreation and cultural and health activities, conflict and stress management, organization of social insurance

- Personnel security - The process of preventing impacts on the economic security of the enterprise by eliminating or reducing risks and various threats related to staff, their intellectual potential and labor relations in general. Personnel security is a combination of components linked by complex links

- Legal and information support of the human resources management process - Resolving legal issues of labor relations, preparation of regulations governing them, providing the necessary information to all departments of human resources management [20].

SECTION 2

SUBSTANTIATION OF THE PROJECT OF HUMAN RESOURCES MANAGEMENT POLICY FORMATION AT THE ENTERPRISE

2.1. Analysis of the current state of the consulting services market (accounting and legal services)

According to the Ukrainian scientist R. Slavyuk, outsourcing is the transfer of part of the tasks or processes to third-party contractors. Historically, outsourcing was firstly recognized as a business strategy in 1989, although its tools were used much earlier during the 70's in the automotive industry. Initially, it was used in services such as logistics and the hotel sector, but later outsourcing became increasingly important in the field of human resources (HR), high-tech industry (IT) and financial services. As for Ukraine, the attractiveness of outsourcing among domestic enterprises is constantly growing. As of 2020, the country is ranked 42nd in the Global Services Location Index (GSLI), which includes 60 countries. In comparison to the previous year, Ukraine rose by four positions due to increased infrastructure expenditures, improved business environment performance and reduced staff availability costs. In addition, in 2020, more than 20 outsourcing companies were included in the ranking of the International Association of IAOP "The Global Outsourcing 100", which includes the world's best providers of outsourcing services. Among the most successful of them are AMC Bridge, Ciklum, Eleks, Infopulse, Sigma Software and others.

The following areas of outsourcing are the most popular in Ukraine:

HR outsourcing. The trend, which is popular in American and Western companies, is gaining momentum in Ukraine. The specifics of the service is the delegation of tasks on the selection, adaptation and management of personnel to contractors. You can transfer individual HR tasks or completely keep the HR department outsourced. This is especially

useful for small and medium-sized companies, where there is no need to maintain the entire department on a permanent basis.

Industrial. It is advantageous for high-tech companies to outsource the processing, assembly and testing of products. This allows you to reduce costs and improve the quality of finished devices. Owners can focus on creating new products, sales and marketing.

IT. The concept of outsourcing in the field of information technology includes the delegation of a wide range of tasks related to the maintenance of computer equipment. Recently, external developers are often involved in creating and maintaining unique software.

Accountant's. Such services reduce the cost of financial reporting. This decreases the burden on your own accounting department, and reduces the risk of fines and sanctions for incorrectly prepared or lately submitted documents.

Logistic. Transport outsourcing is the transfer of functions of transportation and delivery of anything to third parties. This solution will be useful for companies that periodically ship cargo, but there is no need for a transport department. Outsourcing companies can also store products.

Legal. Contractors advise businesses on labor and tax law, represent the customer in court, resolve conflicts with staff, and more. Specialists are also involved in the reorganization, registration or liquidation of a legal entity. Due to the small workload, full-time lawyers are quite expensive, which makes applying to a specialized company a cost-effective solution.

Nowadays, the importance of outsourcing accounting services in Ukraine, which is the transfer of the company's right to conduct accounting to third-party professionals who have the necessary knowledge, experience and technical equipment is growing rapidly.[1]

According to the Law of Ukraine "On Accounting and Financial Reporting in Ukraine", the company independently chooses the forms of accounting, and therefore companies are not prohibited from outsourcing its management to third parties, concluding

relations with an outsourcing company under an accounting service, and not on the basis of an employment contract, as with a full-time accountant. Currently in Ukraine there are about 80% of small and medium-sized businesses resort to accounting outsourcing services. And if a few years ago such services were used in our country, first of all, by representative offices of foreign companies, today the services of outsourcers are increasingly used by domestic business entities. This is due to the fact that increasing competition is forcing them to increase production efficiency and reduce costs, and the tightness of tax administration complicates the forms of accounting and reporting for businesses, while increasing the size of penalties for violations.

There are two options for accounting outsourcing:

- the first option involves maintaining all accounting;
- the second - the transfer of functions in certain areas, such as accounting for fixed assets, payroll.

Accounting outsourcing can be divided into two groups:

- the first group is audit companies. Their activities are to conduct audits and provide related audit services;
- the second group is consulting companies that can provide accounting services, as well as other comprehensive services, such as marketing research, legal services.[1]

Below you can find a comparison between the volume of provided services at the market of accounting and legal outsourcing in Ukraine 2015-2020.

Table 2.1 – A comparison between the volume of provided services at the market of accounting and legal outsourcing in Ukraine 2015-2020

	Total, mln.UAH	Including							
		large enterprises		medium enterprises		small enterprises		of which microenterprises	
		mln. UAH	percent (%) of the total turnover of corresponding type of economic activity	mln. UAH	percent (%) of the total turnover of corresponding type of economic activity	mln. UAH	percent (%) of the total turnover of corresponding type of economic activity	mln. UAH	percent (%) of the total turnover of the corresponding type of economic activity
2020	268661,3	к/с	к/с	к/с	к/с	62555,8	23,3	29577,1	11,0
2019	330127,3	... ²	... ²	... ²	... ²	60325,0	18,3	28764,0	8,7
2018	324960,4	... ²	... ²	... ²	... ²	52878,9	16,3	23580,6	7,3
2017	284548,0	... ²	... ²	... ²	... ²	45166,8	15,9	21051,0	7,4
2016	241869,5	... ²	... ²	... ²	... ²	39923,6	16,5	17148,5	7,1
2015	180668,7	114089,9	63,1	33923,5	18,8	32655,3	18,1	13618,9	7,5

Source: built by author on the basis of data provided by State Statistics Service of Ukraine

On the following diagram we can see the upward tendency in the amount of services during the analyzed period:

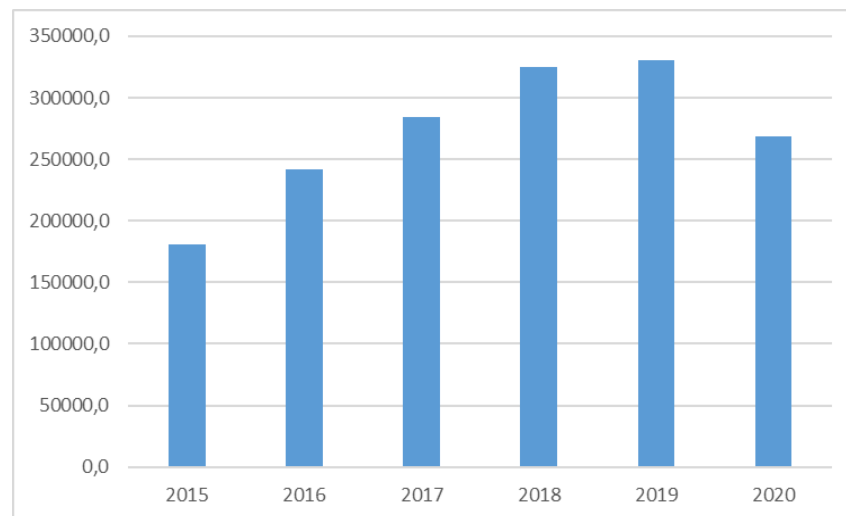


Fig. 2.1. – A comparison between the volume of provided services at the market of accounting and legal outsourcing in Ukraine 2015-2020

Source: built by author on the basis of data provided by State Statistics Service of Ukraine

So, I can make a conclusion that outsourcing services are in high demand and there will be a continuing upward trend in using such services by small and medium Ukrainian companies. But, as now Ukraine is involved in armed conflict there is uncertainty.

2.2. Analysis of the activity of “Gestoria Ukraine” LLC

Gestoria Ukraine LLC was founded in 2013. The main activities of the company - activities in accounting and auditing sphere, consulting on tax legislation and legal services. Among its clients are representatives of both large and small businesses. Currently, the team consists of up to 30 people. The company is a member of the Chamber of Commerce and Industry of Ukraine and the Kyiv regional Chamber of Commerce and Industry. It has offices in Kyiv and Dnipro.

The company has two main divisions - the legal department and the accounting department. In addition, the company provides services in the field of human resources management and personnel records management.

The Legal Department deals with such activities as legal services for businesses and individuals, business registration and amendments, construction and land law, labor law and labor protection, contract work, litigation and enforcement proceedings, obtaining permits, supporting commercial transactions and construction work.

The list of accounting services includes outsourced accounting, budgeting, IFRS reporting, tax planning, preparation and submission of reports, financial management and restoration of accounting.

The organizational structure of the “Gestoria Ukraine” LLC is given in Annex A.

SWOT analysis of the “Gestoria Ukraine” LLC was conducted in the Table 2.2.

Table 2.2 – SWOT analysis of the group of companies “Gestoria Ukraine” LLC

Internal environment	Strengths	Weaknesses
	1. Qualified personnel with 5+ years of experience and higher education	1. Staff turnover
	2. Transparent policy of formation of prices	
	3. More than 8 years at the market	
	4. Average duration of work with a client at least 3 years	
	5. Wide range of services	
External environment	Opportunities	Threatens
	1. Increase in the amount of companies that use outsourcing services	1. High competition at the market
	2. Possibility for remote work especially during the armed conflict	2. Gaps in legislation on outsourcing companies' activities
		3. Armed Conflict

Source: built by author on the basis of her on research

Thus, the strengths of Gestoria Ukraine LLC are qualified and experienced staff, transparent and objective approach to pricing, stable work in the market and long-term cooperation with customers. This shows that the company has managed to gather a professional team and won the trust of customers. However, there is a constant turnover of staff, which negatively affects the quality of work and reduces the competitiveness of the company. Now it is possible to implement measures to replace and retain staff, however, this problem is quite relevant and needs to be improved.

According to State Statistics Service of Ukraine, in 2020 there were 29 810 enterprises whose activities are connected with accounting and legal outsourcing, among of them there are 7 large enterprises and 29 240 small enterprises. So, the competition on the market is high.

Table 2.3 – The amount of enterprises operating at the market

	Total, units	Including							
		large enterprises		medium enterprises		small enterprises		of them microenterprises	
		units	percent (%) of the total number of active enterprises of corresponding type of economic activity	units	percent (%) of the total number of active enterprises of corresponding type of economic activity	units	percent (%) of the total number of active enterprises of corresponding type of economic activity	units	percent (%) of the total number of active enterprises of corresponding type of economic activity
professional, scientific and technical activities	29810	7	0,0	563	1,9	29240	98,1	26862	90,1

Source: built by author on the basis of data provided by State Statistics Service of Ukraine

To understand current situation in the company let us analyze the main financial indicators in the Table 2.4.

Table 2.4 – The comparison of main financial indicators

Financial indicators	2019, UAH	2020, UAH	2021, UAH
Salaries	35 000	52 000	38 000
Gross Income	1 896 800	2 082 500	2 170 000
Expenses	750 700	874 400	1 674 100
Net income	1 146 100	1 208 100	495 900

Source: built by author on the basis of the company's data

Using the data from the Table 2.1 we can calculate the approximate market share of “Gestoria Ukraine” LLC:

$$\text{Market share} = \text{Gross Income} / \text{Volume of provided Services}, \quad (2.1)$$

where gross income is total earnings before taxes or other deductions.

Market share 2019 = $1\,896\,800/3\,301\,273\,000=6\%$

Market share 2020 = $2\,082\,500/2\,686\,613\,000=8\%$

The expenditures on salaries are growing from year to year as well as an operating income. Market share shows also growth for 2%. So, we can make a conclusion that company effectively operates at the market eventhough there was a decrease in net income in 2021. The percentage of salaries' expenditures of total expenses varies from 2.27% in 2021 to 5.95% in 2020. Thus, it is necessary to review the motivation part for personnel to increase their productivity aligning it with the strategic goals of the enterprise.

To perform its activities, the company has the following staffing table as of March 2022.

Table 2.5 – Staffing table as of March 2022

N	Unit	Position	Amount, item
1	Administration	CEO	1
		Deputy CEO	1
		Secretary	1
		HR manager	1
		Marketing manager	1
2	Accountant unit	Head of financial unit	1
		Chief accountant	2
		Deputy of chief accountant	4
		Accountant	4
3	Legal unit	Head of legal unit	1
		Chief lawyer	3
Total			20

Source: built by author on the basis of her own research

Table 2.6 – Turnover of personnel 2020-2022

#	Unit	Position	2022	2021	2020	2022		2021		2020	
						hired	fired	hired	fired	hired	fired
1	Administrative unit	CEO	1	1	1	0	0	0	0	0	0
		Deputy CEO	1	1	1	0	0	0	0	0	0
		Secretary	1	1	1	0	0	0	0	1	1
		HR manager	1	1	1	0	0	1	1	0	0
		Marketing manager	1	0	1	1	0	0	1	0	0
2	Accounting unit	Head of financial unit	1	1	1	0	0	1	1	0	0
		Chief accountant	2	2	1	0	0	1	0	0	0
		Deputy of chief accountant	4	3	2	1	0	1	0	0	0
		Accountant	4	2	4	2	0	4	2	2	2
3	Legal unit	Head of legal unit	1	1	1	0	1	1	0	0	0
		Chief lawyer	3	1	2	2	0	0	1	0	0
		Lawyer	0	3	1	0	0	1	4	2	0
Total			20	17	17	6	1	10	10	5	3

Source: built by author on the basis of her own research

To calculate the turnover rate I use the next formula:

$$\text{Annual turnover rate} = \text{Terminates during the year} / \text{Employees at beginning of year} \quad (2.2)$$

$$\text{Annual turnover rate 2020} = 3/17 = 17.64\%$$

$$\text{Annual turnover rate 2021} = 10/17 = 58.82\%$$

$$\text{Annual turnover rate 2022} = 1/20 = 5\%$$

As we can see from the calculations above, there is an increasing tendency in the annual turnover rate. I think that this tendency is due to hiring for non-managerial, junior and middle positions. Firstly, there was an idea to hire experienced professionals but due to the weak motivational system and lack of possibilities for professional growth they

quitted. As we need highly qualified team members to serve customers, there was taken a decision to hire young specialists, who were just graduated, but because of lack of adaptation procedure they also quitted.

2.3. Analysis of the human resources management system of “Gestoria Ukraine” LLC

In the field of accounting and legal services, as in any other, the quality of service is important, so at the first place we put a specialist, and therefore, staff becomes the main asset and value of the organization. Thus, competent human resources management means the competitiveness of the enterprise in the market.

Today, one of the key factors in improving the efficiency of enterprises is the attitude to the staff. In order to have highly qualified specialists who are a part of the core of the organization, to create an incentive for them to work effectively, managers are forced to use a human resources management system. New conditions of management at the enterprises put forward new requirements for the formation and use of their personnel potential. The development of human resources is an important strategic direction of development of each enterprise and a means of achieving sustainable competitive advantages in conditions of fierce competition. In order for the enterprise to be successful and profitable, to have a stable position in the market among competitors, it is necessary to constantly develop and improve; it is necessary to continuously plan and maintain high human development potential; you should also pay attention to the fact that the development of human resources of competing companies is not higher and faster than yours. That is why we paid attention to such an area of human resource management as human resource development and decided to study the experience in this area.

Modern Ukrainian enterprises mostly have problems in the field of human resources management, namely:

- lack of innovative direction of human resources policy and the use of successful experience of foreign enterprises;
- the lack of balance in the domestic labour market;
- human resources departments do not always take into account the personal traits of each employee and have a clear system of development and improvement of human resources;
- lack of a clear system of social guarantees, etc.

Human resources development is an integral part of the human resources policy of every modern enterprise, regardless of the type and features of its activities. In the theory of human resources management, human resources policy is understood as a normatively established set of goals, objectives, principles, methods, technologies, tools and resources for selection, training, use, development of professional knowledge, skills, abilities of specialists, managers and other participants relations.

The main purpose of forming the human resources of the enterprise is to provide the enterprise with the necessary labor resources, able to solve problems and achieve current and strategic goals of the enterprise. The main purpose of the development of human resources of the enterprise determines the sub-goals and principles of the human resources management system. Human resources development involves the implementation of strategic aspects of enterprise management, such as the development and implementation of human resources policy, in which the principles of human resources management reflect objective trends, social and economic laws, take into account scientific recommendations of social psychology, management theory and organization, the whole arsenal of scientific knowledge, which determines the possibilities of effective regulation and coordination of human activities.

I will analyze the human resources management system at “Gestoria Ukraine” LLC to identify bottlenecks in the human resources management system related to such issues as staff turnover, the problem of attracting young people, creating a system of motivation. The goals of human resources management at the enterprise are to provide the company

with qualified and competent personnel able to perform tasks effectively, creating conditions for the effective use of human resources, strengthening the motivation and loyalty of employees.

The implementation of these goals is entrusted to the personnel department, which is assigned to 1 HR manager.

The functions of the personnel manager are:

- Organization of work with staff in accordance with the general objectives of enterprise development and specific areas of human resources policy to achieve effective use and professional development of employees.
- Ensuring staffing of the enterprise with the necessary professions, specialties and qualifications.
- Determining the need of staff, studying the labor market in order to identify possible sources of staffing.
- Carrying out recruitment, conducting interviews with candidates, including graduates of educational institutions, in order to recruit staff.
- Organization of staff training, coordination of work to improve the skills of employees and the development of their business careers.
- Bringing information on personnel issues and important personnel decisions to all employees.
- Organization of performance appraisal of employees, certifications, competitions to fill vacancies.
- Together with the heads of structural units participates in decision-making on recruitment, transfer, promotion, demotion, imposition of administrative penalties, as well as dismissal of employees.
- Development of a system for assessing the business and personal qualities of employees, motivating their career growth.
- Advising managers at various levels on the organization of human resources management.

- Participates in planning the social development of the team, resolving labor disputes and conflicts.
- Drawing up employment contracts and agreements, keeping personal files of employees and other personnel documentation.

The HR manager must know the basics of labor law: regulations, instructions and other documents related to personnel, personnel accounting and document storage; the procedure for paying pensions; the procedure for hiring and firing employees.

Current Human Resources Manager has been working in the company approximately for 1 year. She has education in finance and auditing and three and a half years of experience on similar positions. She is responsible for all HR processes including HR administration.

In order to effectively solve problems, the Human Resources Manager cooperates with the accounting department.

Regarding the automation of the main functions and processes of human resources management and personnel records management, the company uses the program 1C Personnel, which allows to automate routine operations and optimize the time spent on personnel records.

Below I will analyze the implementation of the main functions of human resources management. The main functions of human resources management include:

1. Determining the needs of the organization in personnel is to plan the qualitative need for personnel and to choose the methods for calculating and planning the quantitative need for personnel.

At the enterprise, this function is implemented by calculating the required number of staff in accordance with the number of projects and the volume of tasks in correlation with the planned amount of hours spent.

2. Recruitment is to obtain and analyze information, development and use of tools to meet staffing needs, as well as staff selection and business evaluation.

The company implements this function by analyzing the wage market and preparing job descriptions with a list of responsibilities in accordance with the qualification requirements and needs of the company.

Job search sites (work.ua, rabota.ua, grc.ua) are used for recruitment, as well as recruitment of staff among relatives and acquaintances of current company's employees. Business assessment is conducted as part of an interview, sometimes test tasks are used where necessary.

In 2021 there were hired 10 employees. Below you can see the recruitment funnel.

Table 2.7 – Recruitment funnel in 2021

Number of CVs	amount of people, selected for the first interview	accepted for the second interview	job offer	passed probational period	work at least 6 months
218	48	18	12	12	10

Source: built by the author on the basis of her own research

Analyzing the recruitment funnel, we can see that the assessment process is good enough as all hired employees passed the probational period successfully and 83% of them worked for at least 6 months but not all of them continue to work.

Table 2.8 – The cost of recruitment in 2021

sources	amounts of posted ad	cost per ad, UAH	total cost, UAH
work.ua	10	1894,20	18942,00
rabota.ua	10	397,50	3975,00
total	20		22917,00

Source: built by the author on the basis of her own research

From the tables above, you can see that for hiring 10 employees there were spent 22917,00 UAH for posting ads and approximately 160 working hours of HR manager –

20 000,00 UAH and 23 hours of head of units (interviews and onboarding) – 5031.25 UAH, in total 47 948.25 UAH or 4 794.82 UAH per one employee. The effectiveness of hiring process is high, as employees successfully passed probation period and have been working in the company for at least 6 months. In average it took a month to complete a position.

3. Usage of personnel is determined in assessing the results of work; industrial socialization; introduction of personnel, their adaptation to work; streamlining jobs; ensuring occupational safety and dismissal of personnel.

These processes in the company are not well developed, KPIs for positions and adaptation procedure are not developed. In general, the adaptation process consists of a brief introductory briefing from the direct supervisor. The quality of work and efficiency is assessed superficially and intuitively - these were significant mistakes, or work is just performed. Company has its own corporate culture that includes rules and norms of behavior

4. Staff development includes:

- career planning and job transfers;
- organization and conducting of trainings.

This function is also poorly developed in the company. There is no career planning and implementation at all, job transfers are possible when new vacancies appear. There is no training for employees, there is only a paid access to some external portals where employees can find updates on legislation, changes in requirements, etc.

5. Motivation of work results and staff behaviour is implemented through:

- management of the motivation of work behaviour;
- conflict management;
- use of monetary incentive systems: wages, staff participation in profits and capital of the enterprise;
- use of intangible incentive systems: group organization and social communications, style and methods of leadership, regulation of working time.

There are no additional system of intangible motivation, there is only a mandatory social package provided by legislation.

6. Legal support of the human resources management process is the legal regulation of labor relations; personnel accounting and statistics; informing the staff and external organizations on personnel issues; development of human resources policy.

The functions of the personnel manager include personnel records management and participation in the development of human resources policy. She is also responsible for staffing, and creating all necessary documents on personnel issues.

In general, after analyzing the human resources management system in the company, we can conclude that most of the processes in the company are not developed and are not performed at the proper level. Nevertheless its small size, there is a high turnover among young workers with no experience or little experience, who mostly do not see prospects for growth and development, or due to the lack of experience and some knowledge are difficult to adapt to the work and do not perform it at the proper level.

SECTION 3.
EVALUATION AND IMPLEMENTATION OF THE PROJECT ON
FORMATION OF HUMAN RESOURCES MANAGEMENT POLICY AT THE
ENTERPRISE

3.1. Formation of alternatives for reforming the human resources management system

Analyzing the company's human resources management system, we found bottlenecks that negatively affect the performance of the company as a whole and reduce its competitiveness in the market.

To improve the situation, it is necessary to take measures to improve the human resources management system and its main components. To analyze the value of the human resources management in the management structure of the company and assess the feasibility of its reform, I used the method of balanced scores (Balanced Scorecard - BSC).

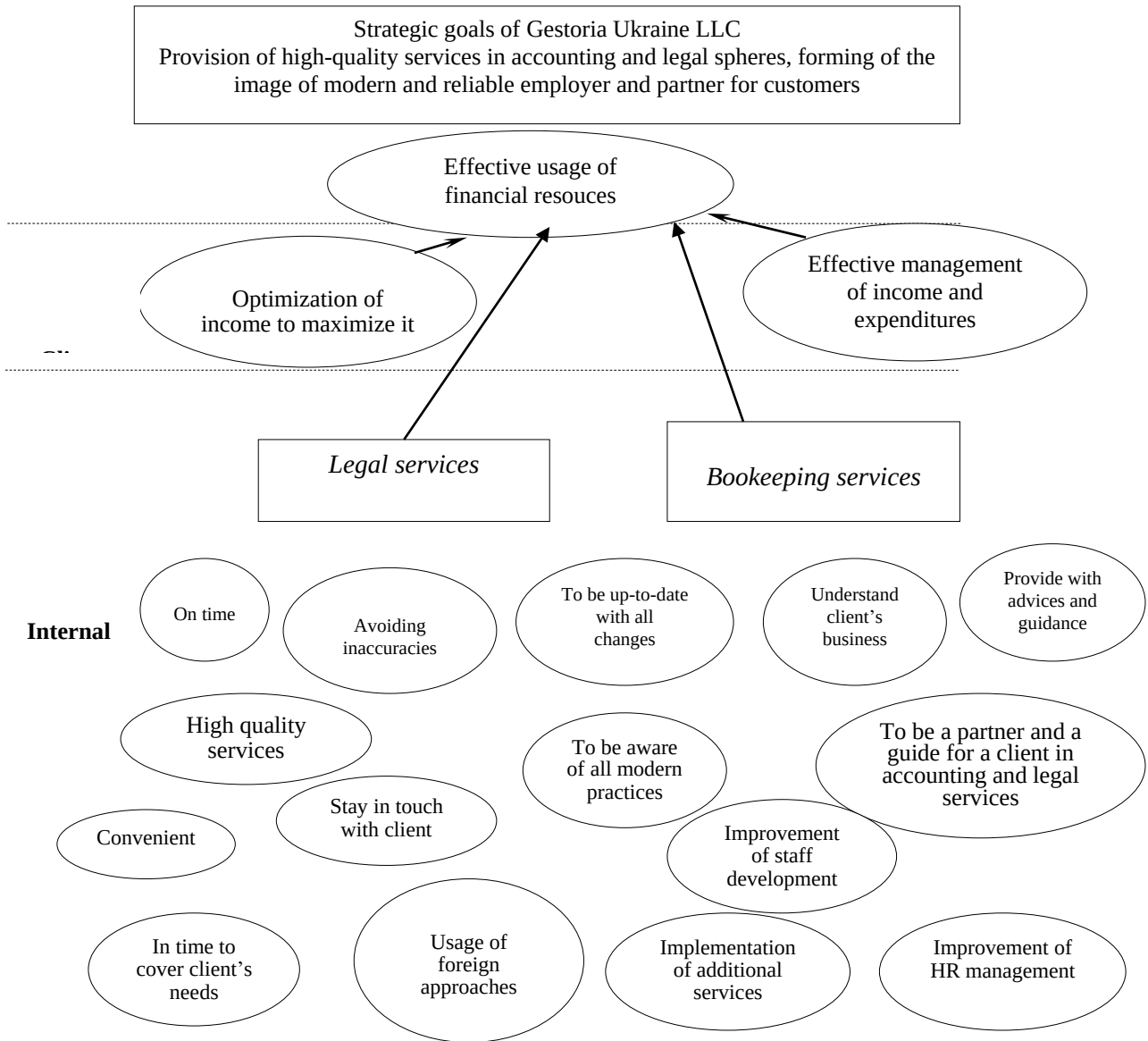


Fig 3.1 – Strategic map for Gestoria Ukraine LLC

Source: built by the author on the basis of her own research

The developed indicators for Gestoria Ukraine LLC for four components: financial component, client component, component of internal processes, component of training and staff growth are given in Appendix B.

Based on the above strategic map of Gestoria Ukraine LLC, the human resources management system significantly influences the achievement of the strategic goals, and the system of staff training and development is given a special place.

In order to reform the human resources management system, I have proposed a strategy for staff development of “Gestoria Ukraine” LLC and measures for its implementation in 2022 (Table 3.1).

Table 3.1 – Personnel Development Strategy of Gestoria Ukraine LLC and measures for its implementation for 2022

№	Issue	Strategy	Actions	Cost
1	There are two main functions: Hr administration and recruitment, no attention to motivation, learning and development, and no attention to employee branding	To develop and implement an HR policy that includes all HR functions	Train the current HR manager or find an outsourcing company to implement and develop such a policy	Cost of development and implementation
2	High staff turnover	To make changes to motivational systems, look at the possibility to prepare some additional motivational items	Development of KPI and motivational systems	implemented by an HR manager/an outsourcing company
3	Weak adaption system	To prepare the adaptation programme	To create an adaptation programme in accordance with KPI	implemented by an HR manager/ an outsourcing company
4	There are no career development programs, no trainings and courses planning	To prepare development programmes together with training programs and schedules	To create development programmes together with training programs and schedules	implemented by an HR manager/ an outsourcing company

№	Issue	Strategy	Actions	Cost
5	There are no surveys and exit interviews	To develop a questionnaire to assess employees' satisfaction and reasons for quitting	To conduct surveys and exit interviews	implemented by HR manager/ an outsourcing company

Source: built by the author on the basis of her own research

Below I will describe the main step of the proposed strategy - to develop and implement HR policy

The first alternative - As of today, there is an HR manager in the company who has background in finance but good experience in human resources. I suggest organizing additional courses to get a certificate in Human Resources management. In table 3.2, you can find job descriptions with broad duties.

Table 3.2 – The list of HR staff's duties

№	Job description	Duties
1	HR manager (recruitment, adaption, development, motivation and corporate culture)	Searching and selection of personnel Development of adaptation programs for different categories of staff Determining the need for training (analysis of certification results, surveys) Preparation of training plans for personnel of different categories (trainings and seminars) Organization of staff training Evaluating the effectiveness of training Conducting trainings on soft skills development Development of individual development programs Conducting motivational monitoring Development of effective remuneration systems (flexible remuneration models) Development of bonus systems Formation and administration of social packages for employees Development of corporate culture Organization of corporate

Source: built by the author on the basis of her own research

The second alternative – To hire an outsourcing company to develop an HR policy.

Table 3.3 – The list of duties

№	Job description	Duties
1	An outsourcing company	Make an audit and prepare HR policy
2	HR manager	Implementation of HR policy

Source: built by the author on the basis of her own research

3.2. Assessment of economic efficiency from the implementation of alternative projects for and possible risks

Let us determine the economic effect of the implementation of alternative projects for “Gestoria Ukraine” LLC and possible risks.

The first alternative. To organize additional courses to get a certificate in Human Resources management for the current HR manager. The budget with the cost of courses and renewed staffing costs is given in table 3.4.

Table 3.4 – Expenditures on HR manager’s salaries for 2022

№	Position	Salary per month, UAH	Salary per year, UAH	Single contribution to the obligatory state social insurance, 22%	The total cost of salaries, UAH
1	HR manager	25 000	300 000	66 000	366 000
	Total				366 000

Source: built by the author on the basis of her own research

Also, there will be expenditures on HR courses (Eable 3.5).

Table 3.5 – Expenditures on courses for HR manager

№	Name	Cost per item, UAH	Items	Cost, UAH
1	Preparation courses	30 000	1	30 000
2	HR certification	15 840	1	15 840

Source: built by the author on the basis of her own research

Total expenditures will be 45 840 UAH.

My next step will be to assess the possible risks (table. 3.6) to reduce them if this alternative the company will implement.

Table 3.6 – The analysis of risks that can arise in Alternative 1

№	Risk	How to reduce
1	Lack of practical experience after courses	Find courses with possibilities to get additional consultation if necessary
2	Additional time to develop and implement HR policy	To consider while planning any activities

Source: built by the author on the basis of her own research

The second alternative. To hire an outsourcing company to develop HR policy. The budget for consultation costs is given in table. 3.7.

Table 3.7 – Expenditures on developing HR policy's by an outsourcing company for 2022

№	Activity	Cost of audit and development of HR policy, UAH	Cost of additional services, UAH	Cost of HR manager's salary, UAH	Total cost, UAH
1	Outsourcing a company's services	38 000	12 000	366 000	416 000

Source: built by the author on the basis of her own research

My next step will be to assess the possible risks (Table 3.8) to reduce them if this alternative the company will implement.

Table 3.8 – The analysis of risks that can arise in Alternative 2

№	Risk	How to reduce
1	Not enough knowledge and understanding of the company's type of business	To find a company with previous experience with the company's sphere
2	Lack of knowledge and experience of the HR manager	Additional training or input from the service provider

Source: built by the author on the basis of her own research

My last step will be the comparison of these two alternatives (Table 3.9).

Table 3.9 – Comparison of costs for alternative projects to improve the human resources management system

№	Alternative	Item	Cost, UAH
1	To develop and implement HR policies internally	Cost of salaries	366 000
2		Cost of certification	45 840
	Total		411 840
1	To invite an outsourcing company	Cost of salaries	366 000
2		Cost of services	50 000
	Total		416 000

Source: built by the author on the basis of her own research

To achieve strategic goals, we need to improve our HR management system. Each of the next points should be improved:

- high staff turnover by implementing new KPI and motivational turnover;
- weak adaptation system – create adaptional programs based on position's KPI;
- no career development programs, no trainings and courses planning - develop the list of training due to the company's necessities;
- no surveys and exit interviews – implement a system to identify the level of satisfaction.

Thus, the first alternative to develop and implement HR policies internally is more suitable for the company from an economic point of view. And also in future perspectives, internal specialists will be more cost and efficient effective.

To understand the economic effect of the improvements let us check the table below.

Table 3.10 – The calculation of the economic effect of the implementation of the first alternative, UAH

№	Item	2021	2022	Deviation
Expenditures on recruitment				
1	Salary on recruitment	20 000	20 000	0
2	Spend on job advert dissemination	22 917	22 917	0
3	Manager's salary for the time spent on recruitment	5031.25	5031.25	0
	Total	47 948.25	47 948.25	0
Cost of adaption				
1	Manager's salary for the time spend on adaptation	1 750	0	0
2	Employee's salary	6 250	3 750	0
	Total	8 000	3 750	-4 250
Cost of effectiveness as a result of trainings				
1	Increase in profit per employee	0	10 000	10 000
	Total expenditures	55 948.25	51 698.25	
	Economic effect		14 850	

Source: built by the author on the basis of her own research

As a result of the implementation of the first alternative, the cost of hiring and adaptation of a new employee will reduce by 4 250 UAH and as a result of the implementation of training programs the profit per employee will increase as well.

So, the first alternative is attractive and is recommended for implementation.

3.3. Practices of corporate social responsibility at the enterprise

Corporate social responsibility is a type of business self-regulation which goal is social accountability and making a positive impact on society. Among the ways that can be chosen by companies to implement CSR practices are being environmentally friendly and eco-conscious; promoting equality, diversity, and inclusion in the workplace; treating employees with respect and dignity; and making ethical business decisions.

CSR transformed from the voluntary choices of particular companies to mandatory regulations at regional, national and international levels. However, for many companies such practices became much more than just the legal requirements and they made the idea of CSR part of their business models.

There can be implemented different approaches to CSR but in many cases, they should be in accordance with corporate culture and business operations. In today's socially conscious environment, employees and customers place a premium on working for and spending their money on businesses that prioritize CSR.

There are two main reasons for a company to implement CSR practices.

1. It helps to improve the perception of your brand among customer

Consumers, employees, and stakeholders prioritize CSR when choosing a brand or company, and they expect that corporations will be accountable for effecting social changes with their expectations, practices, and incomes.

The Kantar Purpose 2020 study demonstrated a direct correlation between perceived positive impact and brand value growth. Companies that the public considers highly impactful demonstrated a brand value growth of 175% over 12 years, while businesses with a low positive impact showed only 70% growth.

2. It helps to attract and retain employees.

According to Deloitte's 2021 Millennial and Gen Z Survey, the modern workforce prioritizes culture, diversity, and high impact over financial benefits. An estimated 44% of millennials and 49% of Gen Zers rely on their personal ethics in determining the type of work and companies they'd join. The respondents of the Porter Novelli Purpose Tracker 2021 report go even further, with 70% saying they wouldn't work for a company without a strong purpose.

As of today, "Gestoria Ukraine" LLC did not implement any CSR practices. But, according to its strategic goal, provision of high-quality services in accounting and legal spheres, forming of the image of a modern and reliable employer and partner for customers it is necessary to develop a program and embed some actions.

I think, in accordance with its activities will be useful to implement next actions:

Table 3.11 – The list of CSR practices to implement by "Gestoria Ukraine" LLC

CSR Practice	Description	Cost for implementation
Ecological: to reduce the amount of paper used by employees	To use sheets of papers from both sides, not to print out unnecessary documents	Nothing, even will help to reduce operational expenses
Economic: to partake in free educational trainings on financial and legal topics	To conduct trainings on financial and legal literacy for all interested	Need to be calculated additionally – approximately from 1 000 UAH
Ethical: fair treatment of all stakeholders	To implement practice of fair prices and salaries	Need to be additionally calculated in each case

Source: built by author on the basis of her own research

CONCLUSION AND RECOMMENDATIONS

In the first section of my diploma work, I analysed theoretical approaches to human resources management. So, human resources management is a complex applied science of organizational and economic, administrative, technological, legal, group and personal factors, ways and methods of influencing the personnel of the enterprise to increase efficiency in achieving its goals. On the other hand, human resources management is a systemically organized process of effective use of all personnel of the organization, aimed at achieving its goal.

I defined that the process of human resources management is multifaceted and accordingly consists of five main areas - technical and technological, organizational and economic, legal (includes compliance with labor legislation in personnel work), socio-psychological and pedagogical (provides solutions to issues related to education personnel, mentoring, etc.).

According to recent researches, the key functions of the human resources management system today include:

- recruitment and selection of staff;
- quality management of staff activities, their motivation;
- improvement of the remuneration system;
- training and advanced training;
- formation and maintenance of a favorable moral and psychological climate;
- improving methods of personnel evaluation;
- management of internal movements and careers of employees;
- participation in the development of organizational strategy (in the future it is expected to transform the corporate strategy into a strategy of human resource management).

Methods of human resources management is a way to influence the team or individual employee to achieve the goal, coordination of its activities in the process of enterprise activity. These include: administrative (based on power, discipline or punishment - "whip method" (orders, instructions)); economic - "gingerbread method"

(technical and economic planning, incentives, employee participation in the distribution of profits, insurance) and socio-psychological (creative atmosphere, moral sanctions and incentives).

Thus, human resources management is one of the main functions of the enterprise, the main purpose of which is, using the appropriate functions and methods, to organize the work on the effective use of personnel involved in the enterprise.

Human resources management is carried out primarily through human resources policy. Human resources policy is one of the most important tools of active influence on all processes in the team, it is a set of principles, methods, forms, measures and procedures for the formation, improvement and use of staff, creating optimal working conditions, motivation and incentives. In other words, it is a system of various forms, methods of formation, improvement and use of personnel to achieve the goals of the enterprise.

The main purpose of human resources policy is to ensure the proper functioning of the system of selection, use of personnel, its development in accordance with the needs of the enterprise, the requirements of applicable law and the state of the labor market.

Therefore, it can be concluded that for effective human resources management in the enterprise it is advisable to develop a human resources policy in accordance with the business situation of each business entity, taking into account the available research on this issue.

My second section is dedicated to the analysis of “Gestoria Ukraine” LLC, company that operates in the legal and accounting outsourcing market. According to the latest research, the attractiveness of outsourcing among domestic enterprises is constantly growing. As of 2020, the country is ranked 42nd in the Global Services Location Index (GSLI), which includes 60 countries. In comparison to the previous year, Ukraine rose by four positions due to increased infrastructure expenditures, improved business environment performance and reduced staff availability costs. In addition, in 2020, more than 20 outsourcing companies were included in the ranking of

the International Association of IAOP "The Global Outsourcing 100", which includes the world's best providers of outsourcing services.

Accountant's and legal outsource are among the most popular in Ukraine as such services reduce the cost of financial reporting and reduce the risk of fines and sanctions for incorrectly prepared or late submitted documents; external lawyers are involved into the reorganization, registration or liquidation of a legal entity. Due to the small workload, full-time lawyers are quite expensive, which makes applying to a specialized company a cost-effective solution.

Thus, "Gestoria Ukraine" LLC has good opportunities for growth. But to be successful enterprise, it is necessary to improve its weak points. As of today, among the biggest weaknesses are high staff turnover. To reduce it, I have analyzed all human resources processes at the enterprise and found the next gaps:

- The process of usage of personnel is not well developed, KPIs for positions and adaptation procedure are not developed. In general, the adaptation process consists of a brief introductory briefing from the direct supervisor. The quality of work and efficiency is assessed superficially and intuitively - these were significant mistakes, or work is just performed. Company has its own corporate culture that includes rules and norms of behavior

- Staff development is also poorly developed in the company. There is no career planning and implementation at all, job transfers are possible when new vacancies appear. There is no training for employees, there is only a paid access to some external portals where employees can find updates on legislation, changes in requirements, etc.

- There are no additional systems of intangible motivation, there is only a mandatory social package provided by legislation.

In general, after analyzing the human resources management system in the company, I can conclude that most of the processes in the company are not developed and are not performed at the proper level. Nevertheless its small sizes, there is a high turnover among young workers with no experience or little experience, who mostly do not see prospects for growth and development, or due to the lack of experience and

some knowledge are difficult to adapt to the work and do not perform it at the proper level.

According to the company's strategy, personnel has a great influence on its activities, if not the greatest. So, it is necessary to improve HR policy and implement new effective approaches in human resources management.

To realize these plans, I suggested two alternatives:

- The first alternative is to organize additional courses to get a certificate in human resources management for the current HR manager
- The second alternative is to hire an outsourcing company to develop HR policy

After the calculation of their cost, I can make a conclusion that the first one is more effective from the economic point of view.

As of today, "Gestoria Ukraine" LLC did not implement any CSR practices. But, according to its strategic goal, provision of high quality services in accounting and legal spheres, forming of the image of modern and reliable employer and partner for customers it is necessary to develop a program and embed some actions. I recommend the following ones:

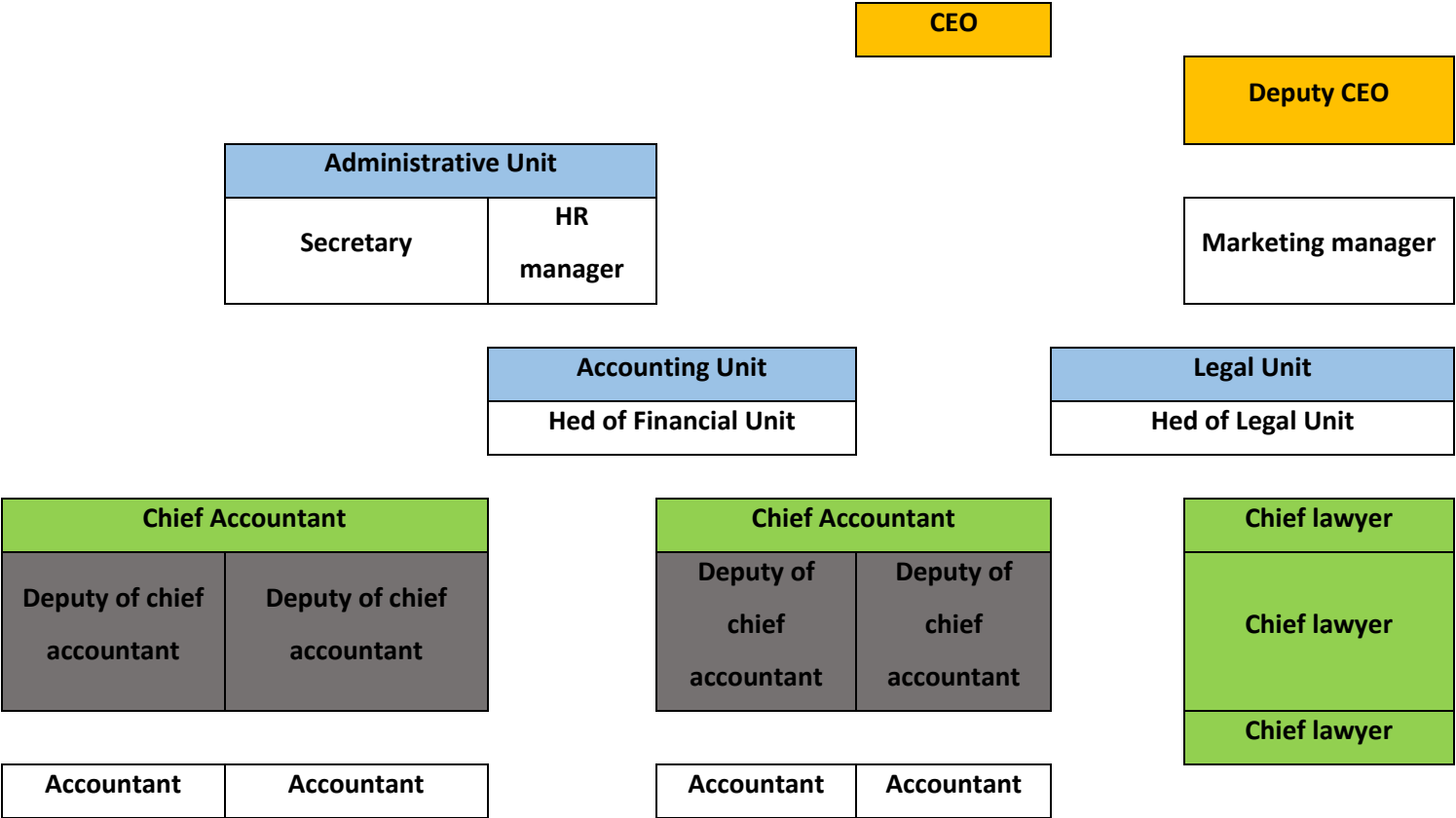
- Ecological: to reduce the amount of paper used by employees
- Economic: to partake in free educational trainings on financial and legal topics
- Ethical: fair treatment of all stakeholders

In conclusion, I want to admit that our purpose to make the theoretical analysis of approaches to human resources policy, identifying bottlenecks of it at "Gestoria Ukraine" LLC and formation of alternatives for reforming their human resources management system was achieved as I developed an effective alternative for implementation.

APPENDIXES

Appendix A

Organizational chart



Appendix B

Balanced Scorecard

	Strategic goal	Indicator	Value	Activities
Finance	To rise the average cheque	Average cheque	5 000	Optimize services
	To rise the income from serving clients	Income	At least 10 000 per employee	Type of services, changes in cost
	To reduce the expenditures in revenue	Correlation between operational expenditures to income	No more than 15%	Optimize operational expenditures
Clients	To increase the market share	Share of outsourcing services market	15%	Widen range of services, improve the quality
	To increase the amount of clients	An increase in the amount of clients	+15%	Widen range of services, improve the quality
	To increase the amount of offered services	Develop and implement new services	Up to 5	Widen range of services, improve the quality
	To increase the quality of services	Reduce the amount of errors	No more than 5%	Widen range of services, improve the quality
Internal processes	To reduce an average time per operation	To automatize some operationd		Implement software
	To enhance the rating of company	Participation in branch ratings	1-3 places	Cooperation with branch associations
HR management	To reduce turnover of the personnel	Turnover rate	No more 8%	Improvement of HR policies
	Staff development	Develop and conduct trainings for staff	Identify needs	Develop and conduct trainings

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