

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**

**Sumy State University**

**Academic and Research Institute of Business, Economics and  
Management**

**Oleg Balatskyi Department of Management**

Order of the Rector

Code \_\_\_\_\_

on the approval of topic

«Defense if allowed»

Head of Department \_\_\_\_\_

**BACHELOR' THESIS**

on the topic:

Features of the personnel management system in the restaurant business (case study

of Family Restaurant Group LLC)

**speciality 073“Management”**

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Applied for a Bachelor's degree.

Bachelor's thesis contains the results of own research. The use of ideas, results and  
texts of other authors have references to the relevant source

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**Sumy 2022**

## ANNOTATION

The bachelor's thesis examines the theoretical and methodological foundations of the formation of the personnel management system and modern concept of HR-management system in the restaurant business. Also, the analysis of the leading financial and economic indicators and results on case study of Family Restaurant Group LLC, as well as the analysis of its personnel management system led to creating proposals for improving the HR-management system of the restaurant. Among these is "Effective management program", which describes the main aspects and taken measures of development and improvement.

## STRUCTURAL ABSRACT

*The structure and length of the bachelor's thesis.* The thesis consists of introduction, three chapters, conclusion, list of references. The total number of pages of bachelor's thesis is 53 pages including 9 tables and 1 figure.

*The aim of the thesis* is to identify the key strategies for the improvement of the efficiency of the personnel management of the LLC “Family Restaurant Group”.

The Bachelor's thesis aim is to investigate ways how to improve the personnel management system in LLC "Family Restaurant Group".

Achieving the goal of the study requires the following tasks:

- To consider modern personnel management concepts.
- To investigate the transformation of approaches to personnel management.
- To analyze the activities and system of personnel management at the enterprise understudy.
- To develop proposals for improving the HR management at LLC "Family Restaurant Group".

*The object of the research* is the process of personnel management in a modern organization.

*The subject of the research* is the theoretical, methodological bases of the personnel management system on the case study of Family Restaurant Group LLC.

*Research methodology.* The theoretical and methodological basis of the research is the introductory provisions of the modern theory of market economy. In this work was used an economic analysis, analysis of the internal environment, conducted SWOT - analysis for the determination of the strengths and weaknesses of the enterprise.

According to the main aim the following *objectives* were identified

- dialectical - in the study of systematic and development of labour management;
- statistical - when analyzing and managing labour resources;
- system approach - when developing a labour management system in a restaurant.

*Information base of the thesis:* The research is based on internal reporting of Family Restaurant Group for 2019 - 2020, and on preliminary information received directly from the restaurant employees.

*Approbation of the results.* The main outcomes of the thesis comprise the recommendations regarding the strategies of human resource management and developing plans for organizational improving and therefore their implementation in the process of restaurant managing.

*Key words:* MANAGEMENT, PERSONNEL, RESTAURANT, EMPLOYEE, DEVELOPMENT.

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## INTRODUCTION

*Global trends of the set task accomplishment.* Personnel management is a complex process because everyone is endowed with intelligence, creativity, the ability to think and other unique properties. Today, the main problems of personnel management are the selection, formation of personnel with modern economic thinking, ensuring the efficiency of employees, maintaining a favorable climate in the team, etc. The study's relevance is since today, the management of the labor resources of the enterprise is crucial for ensuring the efficiency of management and achieving stable competitive advantages in the market. Only with the scientific support of management activities, practical implementation of management work, and constant improvement of forms and methods of management is possible to achieve the effectiveness of any management activity, including work with personnel. This is implemented by their own historical experience and modern international practice. According to R.P. Vdovichenko, "the success of personnel management is determined by the efficiency of the use of labor resources to realize their goals, a comprehensive vision of problems and a holistic approach to human resources concerning the strategic attitudes of the enterprise. Thus, within the framework of strategic management, there is an urgent need to change the functional model of personnel management at the enterprise based on their organizational philosophy, which is based on their own experience of working with their employees and the usage of the practice of leading domestic and world companies" [21].

*Analysis of recent research and publications.* A great attention to the study of the organization's personnel management problem was paid by Amosha O.I., Vdovichenko R.P., Vygotsky L.Z., etc. Also, many foreign authors investigated the personnel management problems: Mescon M., Meyland Ya., Rushtinger R. and more. At the same time, since the process of personnel management, as a critical management subsystem, is exceptionally dynamic and is constantly influenced by the changing internal and external environment, in our opinion, the issue of transforming approaches

to the personnel management of the organization and the emergence of new trends in this area of management remains insufficiently investigated.

Today, more and more scientific work of scientists in HR management is emerging. Among the scientists who consider the problem of this issue are Markova N.S. [21], Terletska Yu.O. [24], Ilyash O.I. [18].

Modern scientists pay considerable attention to studying the broad bases of personnel management, which is considered mainly through the functioning of such structural units as the personnel department. However, today there is an increasing need to develop such an element of management as HR management, which is not a separate structural unit of the enterprise but is an integral part of managing the outfit with financial management, marketing, production, etc. Therefore, for the effective usage of HR management tools, there is a need for a more detailed study of this issue.

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*Key words:* MANAGEMENT, PERSONNEL, RESTAURANT, EMPLOYEE, DEVELOPMENT.

The bachelor's thesis examines the theoretical and methodological foundations of the formation of the personnel management system and modern concept of HR-management system in the restaurant business. Also, the analysis of the leading financial and economic indicators and results on case study of Family Restaurant Group LLC, as well as the analysis of its personnel management system led to creating proposals for improving the HR-management system of the restaurant. Among these is "Effective management program", which describes the main aspects and taken measures of development and improvement.



## CHAPTER 1. MODERN PERSONNEL MANAGEMENT CONCEPTS

### 1.1 Transformation of approaches to the personnel management in modern organizations.

Management of labour resources at the organizational level involves solving the following main tasks:

- Determining the need of the enterprise for workers of different specialities and qualifications.
- Analysis of labour market and employment management.
- Selection and adaptation of staff.
- The career planning of employees of a particular enterprise, and their professional and administrative growth.
- Ensuring rational working conditions, including a socio-psychological atmosphere suitable to humans.
- Organization of labour processes, its coordination, analysis of costs and results of work, establishing the optimal ratio between the number of equipment and the number of personnel of different groups.
- Development of motivation systems for effectiveness.
- Substantiation of the income structure, the degree of its differentiation, and projection of remuneration systems.
- Organization of inventive and rationalizational activities.
- Participation in the tariff negotiations between representatives of employers and employees.
- Solving ethical problems of work.
- Conflict management.
- Prevention of deviant behaviour [17, p. 88].

Nowadays, the so-called humanistic approach to personnel management is becoming increasingly relevant, and the main idea is that employees of the organization

are considered as a unique resource. Within this approach, the attention is emphasized to the complication of the management object. The modern manager should unite not just individuals in the workforce, but the potential of personalities.

Secondly, considering the complex nature of human leads to the dominance of socio-psychological methods of managing its behaviour, since the latter is a phenomenon of social and psychological origin [19, p. 571].

Nowadays, there are a lot of theoretical and practical methods that help to properly managing the staff. There are also some qualitative transformations of the personnel management system as an integral part of the organization. These transformations are related to the influence of various factors, but the most significant are the factors that are caused by changes in the priorities/motives of employees.

Moreover, there is an increase in the value and weight of intangible motivation and the expansion of tools for such motivation. An approach according to which the results and quality of work depend directly only on the amount of material remuneration - gradually loses its relevance.

Instead, there is an increasing of the importance using it as a mean of motivation to "identify" an employee with an organization and its team, that affects not only the employee's efficiency but ensures the long-term "partnership" with the enterprise. Also, there is an individual approach that is becoming increasingly important while forming motivation mechanisms for individual workers. The usage of "template" promotion tools for all employees is not always justified, since everyone has his or her own system of values, own attitudes towards work, special needs, and unique priorities. The formation of staff motivation mechanisms should be based on the following principles:

1. Orientation of the personnel motivation system in achievement of the enterprise's goals.
2. Development of clear criterias according to which employees will be rewarded.
3. Rationalization of costs for employee's motivation, meaning that these costs should contribute into more productivity of staff and never lead to a decrease in the profitability of the enterprise's economic activity.

4. Objectivity - tools and means of motivation will not be practical if they will be used selectively to employees or in case of showing personal sympathies or dislike for subordinates.

Transformational shifts in the personnel management system of organizations in modern conditions are generalized in Table. 1.1.

*Table 1.1*

**Transformation shifts in the organization management system**

<b>Components of the personnel management system</b>	<b>The content of the transformational shifts</b>
Labor motivation	<ul style="list-style-type: none"> <li>- Increasement in the value and weight of intangible motivation;</li> <li>- Expansion of motivation tools;</li> <li>- Updating the individual approach to the formation of motivation mechanisms of individual employees;</li> <li>- Staff promotion to expand the circle of their powers, including independently self-decisions - making.</li> </ul>
Vocational training and staff development	<ul style="list-style-type: none"> <li>- Ensuring an effective combination of training along with work activity;</li> <li>- Ensuring the continuity of the employee's professionalism development throughout the working life;</li> </ul>

	<ul style="list-style-type: none"> <li>- Increasing the motivation level for vocational training by the employees themselves;</li> <li>- Increasing the importance of professional self-realization conditions and self - development.</li> </ul>
Providing staffing requirements	<ul style="list-style-type: none"> <li>- Application of marketing approaches in the process of the enterprise's fulfillment with personnel;</li> <li>- Ensuring the personnel policy flexibility;</li> <li>- Creating staff competitiveness increasement conditions.</li> </ul>

As a factor of improving the personnel management efficiency, an increasing weight is taken by delegating responsibilities for activities and results, as well as for the authority to make decisions. The workers are encouraged just to expand their powers, and not to overcome their regulated boundaries. The identification and limitation of the factors that impede the results achievement - expands motivation possibilities.

Creating conditions for promotion and professional growth of employees in the organization should also be considered as an essential component of the personnel management system. This is due to the need of self-realization of vast majority of workers, which, according to A. Maslow's theory, holds the highest position in the hierarchy of the human needs. When a person thinks that his reached position is the final border, until retirement, the quality and effectiveness of his work will be significantly reduced.

The high educational and qualification labourer's characteristics, which is considered to be the object of management, increase the importance of creating professional self-realization conditions, which both are a factor of motivation and a factor in improving the staff's competitiveness. Therefore, ignoring this fact while forming a personnel management system, as a rule, harms the quality of their work duties.

Also, it is important to note, that the modern personnel management system will not be completed unless it will not include the vocational training mechanisms, advanced training, and development of the organization's labour resources. According to the definition of L.M. Cherchyk, "Personnel development is seen as a set of interrelated measures that are aimed at increasing the staff's competitiveness by acquiring new knowledge, skills, experience in learning, advanced training, retraining for adaptation to new conditions of activity, ensuring own interests and realization of the enterprise goals" [36, p. 4].

An essential role in achieving the enterprise's competitiveness is played by a professional level of staff, which provides the opportunity to form and support the competitive advantages of the enterprise.

Therefore, it is possible to link directly the enterprise's competitiveness, staff, and its development. The formation of staff competencies is based on the provision of knowledge skills, skills in the training and professional development of staff [22, p. 418].

In today's context, the main task of personnel management is to combine practical training of staff, advanced training and labour motivation for the development of employees' skills and stimulating them in order to perform at a higher levels, so employees of the enterprise should constantly try to increase their personal cultural and educational level. This can be expressed in a continuous enhancement of its professionalism and the development of personal cultural preferences [15, p. 11].

The factor that significantly increases the staff training efficiency is the increasement in the level of motivation for vocational training by the employees themselves. If an employee perceives a specific event for professional development

(internships, advanced training, attending seminars or pieces of training, exchange of experience) as a simple formality or as an unpleasant duty. In that case, the effectiveness of such measures will be below desired one. Such a standard personnel management system component, as providing the organization with personnel, also undergoes certain transformations.

First of all, the usage of marketing approaches in providing the enterprise with personnel becomes relevant nowadays. In a narrow sense, staff marketing is regarded as a unique function of personnel management service to identify and to cover the organization's need for personnel resources.

However, there has been a significant expansion of the "staff marketing" content in recent years. In the context of the transformation of the organization's human resources into valuable resources, it's important area of personnel management becoming the ensurement of its comprehensive development not only in terms of professionalism growth but also from the point of view of the employee's transformation into a competitive advantage of the enterprise.

Personnel marketing is a part of the enterprise personnel strategy, the purpose of which is to use optimally the personnel resources by creating such conditions that would contribute into improving the efficiency of work, development of each employee of partnership and loyal attitude to the enterprise [13, p. 323].

As mentioned above, the personnel management system should be dynamic and capable of adaptation, meaning that the changing conditions of the business environment keep on providing an increasing number of requirements for its flexibility. The indicators that most determine the personnel management system efficiency, and therefore, the flexibility of this system, can be attributed to:

- The degree of satisfaction of employees.
- State of socio-psychological climate in the team of the enterprise.
- Creativity of staff and their willingness to innovative activity.
- The degree of staff cohesion and the corporate culture development.

The flexibility of personnel management ensures the staff competitiveness [23, p. 770]. This is due to the fact that employees who are sufficiently motivated not only

for high-performance work but also for professional self-development, enhancing their professional abilities, and manifestations of initiative and creativity during their work responsibilities performance - turn into one from vital competitive advantage for any organization. In this case, the main personnel management task is to develop employees for the enterprise to preserve and ensure their effective social and labour potential usage in the future.

### 1.2 The concept of HR management: essence, modern models and systems.

In the modern economy, personnel management is increasing as a factor of improving the enterprise competitiveness. At the same time, the organization's staff is the most complex management object. The concepts of personnel management are based on recognizing the growing value of employees' personality, the study of motivational schemes, and the ability to correctly form them and adjust them following the strategic tasks that company is facing. An innovative theory and practice of personnel management pay considerable attention not only to the material but also to the social needs of employees.

Domestic scientists include such basic concepts of personnel management [21, p.14-15]:

- 1) The concept of managing labour resources (technical, not management training of employees, unity of management, the balance between power and responsibility, discipline, clear hierarchy, subordination of individual interests to the general case, theoretical basis - the theory of scientific management of F. Taylor).
- 2) Personnel management (attention is focused on the employee's selection, their evaluation, training, careers, studying their specific needs and development of programs for their satisfaction, theoretical basis - the theory of the bureaucratic organization of H. Fayol).
- 3) Management of human resources (theoretical basis - the theory of "human relations" by Elton Mayo and post-bureaucratic theory of the organization).

- 4) Human management (the emphasis on organizational culture, the influence of the cultural aspect on the personnel management formation, theoretical basis - the philosophy of Japanese management, a person in the management system acts as the main subject of the organization).

Let us look at the most widespread among European countries modern concept of human resources management, which is opposed to the classical approach to personnel management.

The term "human resources management" was originated in the 60 years of the twentieth century in one of the articles of American sociologist R. Miles. The scientist considered two models that have arisen in the process of the factor of labour studying: "human relations" (the main focus is on creating an optimal working conditions for workers) and "human resources", where employees are considered as a source of new reserves and as an opportunity to establish more rational planning and decision making in the overall structure of the enterprise.

Among the most common interpretations of the concept of "human resources management", modern management theory distinguishes the following:

1. An attitude to the factor of labour as a source of an income.
2. The creation of space for each employee in order to ensure the opportunity to contribute to the general business.
3. Social policy integration into the general policy of the enterprise [38, p. 22].

Thus, the purpose of the concept of human resources management is not only to hire and keep skilled workers but also to improve the professional training of employees who effectively implement the goals of the enterprise. Human resource is no longer regarded as an item of costs - it is associated with a source of income.

According to Balabanova L.V. [4], the key features of this concept are also the usage of work organization group methods in order to form a friendly climate for the delegation of competencies and responsibility; focus on the development of a holistic corporate solid culture; an integration of staff managers and line managers. In its development, the personnel management system goes through all stages that are suitable for the innovation process.



Thus, such management innovation stages of implementation can be distinguished [6]:

- 1) Invention - the emergence of the innovation idea;
- 2) Initiation - the research and verification of the possibility of embodying the idea as a result of information technology usage;
- 3) Diffusion - the embodiment of an idea that can increase the efficiency of the activities of specific units or enterprises as a whole.

The innovation system of personnel management in the organization will be such a flexible personnel management system that considers and forms the needs for personnel, capable of developing, implementing, and widely using innovations [16].

The primary purpose of the innovative personnel management system is to provide the firm with employees who constantly generate innovations in all aspects of their activities and creating conditions for innovation.

Personnel management system is:

- 1) Relatively autonomous and specific general management subsystem of the general firm management.
- 2) A set of interdependent managing processes of an individual behaviour in the process of employment.
- 3) Performing activities of different entities that influence the work process and staff of the firm.
- 4) Ways of influencing the subject and the object of management interaction process.

Innovative personnel management is based on the need to closely interconnect the company development strategy, assessing the degree of expenses impact on work with personnel on economic indicators of production, the formation of the required number of competencies and professional skills for practical work on the market [11].

The innovative nature of management work is mainly manifested in the management of the organization of innovative technologies complex in human resources management (HR innovation). The effectiveness of the introduction of such HR innovations is primarily determined by the peculiarities of the organization's

potential development, the system of human resources management, the state of their usage and development, the structure of management staff, the educational level of managers, their experience, work experience, etc.

Directions determination of HR innovations application in the organization requires a diagnosis of the state of human resources development in the organization, analysis of the management system, models of competence and their implementation [12, p. 28]. There are such stages of HR development strategy [37]:

- conduction of human resources internal audit in the company, analysis of processes;
- identification of organizational weaknesses/strengths of the company in the field of personnel management;
- identification of the missing elements of the personnel management system;
- identification of tasks and personnel management priority within the general business strategy;
- preparation and approval of the strategy of staff management by company's management.

Personnel management technologies that are most open to innovation perception are combined into blocks that perform the following functions:

- a) Personnel planning subsystem that performs preliminary activity to create a system of innovation (function of personnel development, analysis of personnel potential, labour market and forecasting of personnel needs).
- b) A subsystem of personnel development (training, retraining and advanced training, appointment and adaptation of new employees, assessment of candidates for vacant positions, periodic assessment of personnel, implementation of a business career and service and professional promotion, organization of work with personnel reserve).
- c) Personnel motivation and stimulation subsystem (function of normalization and tariffing the work process, development of remuneration systems, material, non-monetary and moral incentives).

d) A subsystem of organization of innovative activity of personnel (realization of relationships and distribution of functions between employees engaged in innovation activity, development of instrumental and technological knowledge, technologies of joint work, which can be embedded in innovative activity) [16].

Modern HR management is based on the following principles [5, p. 18.19]:

- systematicity (personnel management in organizations covers not just the separate categories of employees but the whole staff);
- democratization (democracy in management methods and management style, participation in the evaluation of everyone who works in the team);
- individualization (realized in the individual planning of employee's professional growth, individual approach to motivation, personal selection of work by taking into account the individual opportunities and specific personality traits);
- informatization (application of modern technologies for collecting, transmitting and processing the information for making effective personnel decisions);
- duties delegation.

M. Armstrong notes that personnel management strategies should function in such areas [1, p. 52-53]:

1. Human capital management - obtaining information, analysis and reporting on the direction of personnel management, strategic, investment and operational decisions.
2. Corporate social responsibility - the obligation to ethically manage the business and to achieve a positive impact on society and the environment.
3. Development of the organization - planning and implementation of programs for improving the organization efficiency and its response to changes.
4. Involvement - development and implementation of a policy aimed at increasing the employee's involvement to their work and organization.
5. Knowledge management - creation, identification, exchange and usage of knowledge to gain new knowledge and increment of working capacity.
6. Resourcing - involvement and maintenance of highly skilled workers.

7. Talent management - creation of suitable conditions for talented employees, as well as ensuring their success.
8. Training and development - encouragement of employees to study and develop.
9. Reward - defining the organization goals in the long term for the implementation of the promotion policy, which will help to achieve the goals by enterprise by meeting the needs of employees.
10. Relations with employees - determining the organization intentions as to what to change in the ways of managing the organization and its relations with employees and trade unions.
11. The employee's welfare - meeting the needs of workers in a healthy, safe and supportive work environment.

The modern personnel management system is rapidly developing based on information and communication technologies, among which such projects should be distinguished [2]:

- The usage of artificial intelligence in the staff selection: chatbots that help recruiters to focus on other administrative tasks, they do the screening of questions, answer the most common questions and streamline a dialogue with a potential employee.
- Gamification is the latest business concept based on the application of approaches suitable for computer games in software tools for non-game processes and the usage of the best ideas of loyalty programs, game mechanics and behavioural economy in fundamental business processes (the main areas of gamification are HR, IT and marketing units).

Gamification is the search for non-standard solutions that help to make any job more interesting, and badges (awards for specific achievements or actions in the game), leaderboards (lists with players' rating), awards and places (the environment in which games take place) are just the tools for clearly structured scenarios. As in any IT project, ROI is calculated, and game achievements are

easily transformed into traditional KPIs and quantitative performance assessments [11].

- Programs for the emotional intelligence development - since they are an effective tool for improving the productivity and motivation of workers and the efficiency of the enterprise as a whole. People's emotions of 50-70% determine the climate in the organization [27].

Positive experience in introducing innovative technologies for selecting candidates also shows the expediency of domestic management usage of technologies such as recruitment, screening and headhunting.

Personnel recruitment is the selection of qualified personnel by specialized enterprises for rewards. One form of recruitment is staff leasing, which should be considered as management technology that provides the enterprise's business processes with the need for quantitative and qualitative features of labour resources, using the services of a third-party organization.

Legal relations arise between the recruiting company and the employee with whom the employment contract is concluded. Introduction in the practical activity of enterprises staff leasing technology avoids the difficulties related to the selection of staff, the registration of personnel documents, and payment of wages and tax deductions, as well as allows for a more flexible personnel policy by attracting additional staff or reducing the number involved, depending on the enterprise goals [26].

Headhunting involves the purposeful search and attraction of the most qualified and promising personnel. At the same time, headhunting is the most complex and costly technology because it involves the enticement of a particular specialist from one organization to another.

Screening is the search for the necessary personnel by personnel agencies on formal grounds: gender, age, education, work experience, etc. Personnel agencies receive a summary of candidates and give them to the customer, whom himself decides on selecting the staff.

According to many researchers [12, 26], coaching is the most effective tool for improving staff performance. The communication style determines the difference between coaching and traditional management with employees: the manager (coach) offers "the necessary" questions and constructive feedback from the subordinates. In response to the manager's question, the subordinate is aware of all aspects of the task and the necessary actions. This clarity allows him to be confident in his immediate success and thus to take responsibility for his actions. Listening to the subordinate answers to the questions, the manager is aware not only of the action plan but the course of thoughts that led to the chosen plan [26]. If traditional management achieves a goal through direct control and leadership, then coaching uses the manager's authority and the ability to let an employee to accomplish the task. At the same time, the manager (coach) does not act as an expert regarding the stated problem, which is solved and does not make decisions for the employee. It creates the conditions under which the employee independently solves the problem. The latter requires the manager (coaching) of the appropriate level of competence, experience, and interest in ensuring the realization of the potential of subordinates.

One of the essential innovative technologies of personnel management is the personnel controlling. Controlling is a management system aimed at providing information, consulting, methodological, and coordination services to make rational management decisions. The process of personnel controlling performs the following functions [8]:

- analysis of personnel involvement and achieved results;
- rational distribution of staff in the workplace;
- production control and labour productivity;
- competitiveness management of labour potential;
- coordination of operational plans, activities and programs for personnel management;
- coordination and integration of functional personnel management subsystems;
- informational support of the personnel planning process;
- creation of a purposefully integrated personnel database.

Thus, controlling is the guarantor of effective management decisions and allows to analyze the effectiveness of using certain innovative personnel management technologies.

The modern concept of human resources management involves hiring and the ability to keep skilled workers, therefore improving the professional training of employees who effectively implement the goals of the enterprise. Human resource is no longer regarded as an item of costs - it is associated with a source of income.

The key features of such a concept are the usage of organization group methods of work, the formation of a suitable climate for the delegation of competencies and responsibilities, focus on the holistic corporate culture development, integration of staff managers and line managers. A typical feature of the development of the personnel management system at this stage is the management of the organization of a complex of innovative technologies in human resources management (HR innovation).

Positive experience in the implementation of innovative technologies is also indicative of the expediency of use in domestic management of technologies such as recruiting, coaching, gamification, emotional intelligence development programs, talent management, knowledge management and personalization, which allow increasing the efficiency of the enterprise.

## CHAPTER 2. ANALYSIS OF LLC “FAMILY RESTAURANT GROUP” ACTIVITY AND PERSONAL MANAGEMENT SYSTEM

### 2.1 Analysis of the leading financial and economic indicators and results of LLC "Family Restaurant Group."

On Kharkivska Street, there is a family restaurant, "Family". The establishment has three spacious halls decorated in contemporary style. The restaurant provides theatrical performances, themed parties and children's holidays for guests. Sports live events are often translated as well [30].

A brief description of the enterprise is shown in Table. 2.1.

*Table 2.1*

#### Questionnaire LLC "Family Restaurant Group"

<b>The full name of a legal entity</b>	<b>Limited Liability Company Family Restaurant Group</b>
<b>Short name</b>	LLC "Family Restaurant Group"
<b>EDRPOU code</b>	39581273
<b>Registration Date</b>	13.01.2015
<b>Authorized persons</b>	Surmylenko Roman Mikhailovich
<b>The size of the authorized capital</b>	840 000,00 UAH.
<b>Legal form</b>	Limited liability company
<b>Ownership</b>	Non-state property
<b>Activities</b>	Basic: 56.10 Restaurants Activities, Mobile Nutrition Services (Basic)  Others:



	<p>96.09 Provision of other individual services</p> <p>46.90 Non-specialized wholesale trade</p> <p>47.11 Retail in non-specialized stores, mainly food, drinks and tobacco products</p> <p>56.30 Serving spirits/drinks</p>
<b>Contact Information</b>	<p>Kharkivska Street, 33, Sumy, Sumy region, Ukraine, 40000</p> <p>Phone: +380955675498</p>

Features:

- Banquet hall.
- Open platform/summer terrace.
- Parking.
- Wi-Fi.
- Credit cards are accepted.
- Children's corner.

The restaurant menu is very diverse. The following cuisine is presented: American, Georgian, French, Mexican, Ukrainian, Italian, Mixed, Home, Barbecue, European, and Japanese [29].

The price range is from 100 to 500 UAH.

The leading indicators of financial and economic activity of the Family restaurant are given in Table. 2.2.

*Table 2.2*

**The main indicators of financial and economic activity of the Family restaurant, thousand UAH.**

№	Indicator	Period			Changes for the reporting period 2019/2020	
		2018 p.	2019 p.	2020 p.	(+,-)	%
1	Net income (revenue) from sales of products	1613,4	2016,74	2200	183,26	9,09
2	The cost price of sold products	1408	1760	1870	110	6,25
3	Gross profit from realization	205,4	256,74	330	73,26	28,53
4	Administrative expenses	53,52	59,4	77	17,6	29,63
5	Selling expenses	21,12	26,4	33	6,6	25,00
6	The total cost price of sold products	1482,64	1845,8	1980	134,2	7,27
7	Profit from sales	130,76	170,94	220	49,06	28,70
8	Other operating income	21,12	26,4	33	6,6	25,00
9	Profit from operating activities	151,88	197,34	253	55,66	28,21
10	Profit from participation in capital	7,04	8,8	6,6	-2,2	-25,00
11	Other financial income	5,28	6,6	4,4	-2,2	-33,33
12	Profit from ordinary activity	164,2	212,74	264	51,26	24,10
13	Income tax	49,26	63,8	79,2	15,4	24,14
14	Net profit	114,94	148,94	184,8	35,86	24,08

Analyzing Table 2.2, we can conclude that from 2018 to 2020, the performance of the Family restaurant has undergone positive changes. Pure sales revenue increased in 2020 compared to 2018 by 183.26 thousand UAH (9.09%). During this time, the

cost of sales increased by UAH 110 thousand. (6.25%). This led to an increase in gross profit from sales by UAH 73.26 thousand. (28.53%). The increase in administrative costs by UAH 17.6 thousand was negatively affected. (29.63%) and sales expenses of 6.6 thousand UAH (25%). As a result, the total cost of sales increased by UAH 134.2 thousand. (7.27%).

Other operating income of the enterprise in 2020 increased by 6.6 thousand UAH. Profit from operating activities increased by UAH 55.66 thousand. (25.21%). In 2020, revenues from participation in capital and other financial income were reduced by UAH 2.2 thousand, respectively. (25%) and for UAH 2.2 thousand. (33.33%). The family's net profit in 2014 increased by UAH 35.86 thousand. (24.08%) compared to 2019.

For more accurate conclusions about the financial condition of Family LLC, its financial stability Table 2.3 is analyzed. Most indicators of financial stability of the enterprise have actual values higher than the normative, which characterizes the enterprise as a financially stable Table 2.3.

*Table 2.3*

### **Analysis of financial stability indicators**

<b>№</b>	<b>Indicators</b>	<b>Optimal value</b>	<b>2019</b>	<b>2020</b>	<b>Absolute deviation</b>
1	Autonomy (financial independence) ratio	> 0,5	0,39	0,43	0,035
2	Financial stability ratio	> 1,0	0,5	0,6	0,1
3	The ratio of assurance by own circulating means	> 0,1	-	0,42	-
4	The coefficient of maneuverability of equity	> 0,2	0,68	0,94	0,25
5	The efficiency of use of own funds	> 0,4	0,42	0,4	-0,02

6	Ratio of non-current and current assets	–	0,04	0,14	-0,26
7	Ratio of attracted and own funds	< 1	1,5	1,3	-0,2
8	The coefficient of use of financial resources of all property	Magnification	0,17	0,17	-

The value of the coefficient of autonomy during 2020 increased from 0.39 to 0.43, which indicates that in 2020 in every one hundred hryvnias the assets of the enterprise were 43 UAH that form their funds (equity). The financial stability ratio has changed somewhat during 2019-2020 (from 0.5 to 0.6). However, it was lower than the optimal one during the analyzed period. This coefficient characterizes that each hryvnia raised accounts for UAH 0.60 of own funds.

The coefficient of provision of own working means in 2020 is 0.42 and is higher than optimal. The negative in the enterprise's activity is the increase in the value of the ratio of attracted and own funds relative to the normative value. This characterizes the dependence of the enterprise on third-party creditors. The value of the coefficient of efficiency of use of own funds is within the optimal value, but this indicator must tend to increase.

It is worth to notice that the enterprise has genuine opportunities for increasing financial stability and stability. This indicator shows which part of equity is used to finance current activities, that is, invested in working capital, and which part is capitalized. The value of this indicator can vary significantly depending on the enterprise's capital structure and sectoral affiliation.

The study of the financial and economic performance of the company shows that its financial condition for the analyzed period is stable. However, such a situation is not very acceptable for the enterprise's further effective functioning and development.

#### SWOT - Analysis of the Family restaurant

SWOT - analysis is an analysis of the strengths and weaknesses of the organization, the opportunities and threats, the results of which can be used in assessing competitiveness and competitive potential and in determining the range of strategic

issues facing the organization. SWOT - analysis of the restaurant "Family" is presented in Table 2.4.

*Table 2.4*

**SWOT - analysis of LLC "Family Restaurant Group"**

<b>Strengths:</b>	<b>Weaknesses:</b>
<ul style="list-style-type: none"> <li>- Adequate financial resources;</li> <li>- High qualification of restaurant staff;</li> <li>- Good reputation in consumers;</li> <li>- Low rent;</li> <li>- Low prices;</li> <li>- Restaurant services corresponding to state standards.</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of technological equipment;</li> <li>- Lack of advertising;</li> <li>- Low customer service speed.</li> </ul>
<b>Opportunities:</b>	<b>Threats:</b>
<ul style="list-style-type: none"> <li>- Expansion of a range of services;</li> <li>- Introduction of information technologies in the activity of the restaurant;</li> <li>- Usage of Internet resources;</li> <li>- Expansion of advertising, PR-campaigns;</li> <li>- Increase in the number of inbound tourists in region;</li> <li>- Infrastructure development near the Family restaurant - renting premises.</li> </ul>	<ul style="list-style-type: none"> <li>- The possibility of a new restaurant in the immediate vicinity of the subject;</li> <li>- Unfavorable government policy;</li> <li>- Increasing competitive pressure;</li> <li>- Changing the needs and tastes of buyers;</li> <li>- Lack of funding;</li> <li>- Adverse demographic changes; increasing environmental pollution.</li> </ul>

After the specific list of weaknesses and strengths of the organization and threats and capabilities are composed, the stage of establishing relationships between them occurs. The SWOT matrix is drawn up to establish these bonds below in Table 2.5.

*Table 2.5*

**SWOT matrix LLC "Family Restaurant Group"**

<p><b>Opportunities:</b></p> <ol style="list-style-type: none"> <li>1. Expansion of a complex of services;</li> <li>2. Usage of information technologies in the activity of the restaurant;</li> <li>3. Usage of Internet resources;</li> <li>4. Expanding advertising, PR-campaigns;</li> <li>5. Increasing the number of inbound tourists in the amount and region;</li> <li>6. Infrastructure development near a restaurant</li> <li>7. Increasing of funding;</li> <li>8. Leasing of premises.</li> </ol>	<p><b>Threats:</b></p> <ol style="list-style-type: none"> <li>1. Possibility of the emergence of a new restaurant in the immediate vicinity;</li> <li>2. Unfavourable government policy;</li> <li>3. An increasing competitive pressure;</li> <li>4. Changing the needs and tastes of buyers;</li> <li>5. Reduction of financing;</li> <li>6. Unfavourable demographic changes;</li> <li>7. Growth of Environmental Pollution.</li> </ol>
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<p><b>Strengths:</b></p> <ol style="list-style-type: none"> <li>1. Adequate financial resources;</li> <li>2. High qualification of restaurant staff;</li> </ol>	<p>1-2: will allow the restaurant to reach a qualitatively new level of service, will allow you to use the reservation system;</p>	<p>3,6-1: will avoid competitive threat; 3-4: strong reputation strengthens confidence in consumers and the</p>
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<ul style="list-style-type: none"> <li>3. Good reputation in consumers;</li> <li>4. Low rent;</li> <li>5. Low prices;</li> <li>6. Restaurant services corresponding to state standards.</li> </ul>	<ul style="list-style-type: none"> <li>2-1: will satisfy the tastes of any client;</li> <li>3, 5 - 5: will help increase the loading of the restaurant;</li> <li>4-8: can attract different organizations to rent premises</li> </ul>	<ul style="list-style-type: none"> <li>quality of services is provided;</li> <li>2.5-3: will resist the pressure of competitors.</li> </ul>
<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>1. Lack of technological equipment;</li> <li>2. Lack of advertising;</li> <li>3. Low customer service speed.</li> </ul>	<ul style="list-style-type: none"> <li>1-7: will allow the restaurant to become more competitive;</li> <li>2-4: will promote a favorable image, better recognition;</li> <li>4-2: usage of modern automation systems that will increase the speed of service.</li> </ul>	<ul style="list-style-type: none"> <li>1,4 -1.3: can lead potential consumers to competitors;</li> <li>3-5: can provoke partial dismissal of staff, reduction of visitors.</li> </ul>

As a result of the SWOT - analysis, the advantages and disadvantages of the Family restaurant were identified, having eliminated the shortcomings, the Family restaurant will become more competitive.

## 2.2 Analysis of the personnel management system "Family Restaurant Group" (description, advantages, disadvantages).

Characteristics of the staff of the restaurant "Family" For 2020, the staff of the restaurant "Family" was as follows below in the Table 2.6.

*Table 2.6*

**Family's restaurant staffing schedule: [34]**

<b>№</b>	<b>Position</b>	<b>Rate</b>
1	Manager	1
2	Accountant-economist	1
3	Administrator	2
4	Chef	1
5	Cook	4
6	Chef assistant	2
7	Waiter	8
8	Bartender	2
9	Scrubwoman	2

Considering the combination of several positions, the total number of restaurant "Family" employees in 2020 amounted to 23 people. Most restaurant employees have more than 7 to 10 years of experience. The average age of staff is 25-35 years. The staff of the restaurant "Family" is primarily female.

The style of personnel management of the restaurant "Family" - democratic [32]:

- There is a desire to collectively solve as many issues as possible.
- Informing subordinates about the state of affairs in the team.
- Constant contact with subordinates.
- Friendly attitude to subordinates.

Recruitment is carried out based on the Labor Code.

The dismissal occurs at the employee's request, with the consent of the parties or in connection with the expiration of the term of the employment contract.

Employees are familiarized with the rules of internal regulations when arranging.

Internal rules consist of the following items:

1. The order of admission and dismissal.
  2. Fundamental rights and responsibilities of the employee.
- the rights and responsibilities of the employer.



- working time and his research.
- penalties for violation of labour discipline.

For administrators, waiters and cleaners, there is a schedule of variability, 12 hours working day from 11.00 to 23.00. For a month, the senior administrator draws up a schedule of variability [33].

Features of working time and rest time:

1. The employee is set to full-time.
2. Features of working time mode: mixed mode of operation according to the variability schedule.

Working week - 84 hours.

An annual paid leave is granted to the employee, following the legislation of Ukraine, according to the approved leave schedule: basic leave - 28 calendar days.

The personnel policy of the Family restaurant is focused on the inclusion of new staff in its composition only from the lower official level, and the replacement of vacancies of higher official positions occurs only among the employees of the organization [32].

The remuneration system at the Family restaurant is hourly, meaning that the employee's wage depends on the actual worked time and the tariff rate, not on the number of performed work.

The main categories of motives and incentives used in the Family restaurant to motivate employees are presented in Table 2.7.

*Table 2.7*

**Motives and incentives at the restaurant “Family”**

<b>№</b>	<b>Group designation</b>	<b>Motives and incentives</b>
1	Material reward	Wages, material payments
2	Social welfare	Medical and pension insurance, social benefits, children and relatives care

3	Moral reward Training, increasement of qualification level	Certificates, oral encouragement, title, good attitude with colleagues Courses on increasing the qualification
4	Labor assessment	Satisfaction with labor, respects

The state of social and psychological climate in the team.

In order to determine the emotional level of the formed relationships in the team, it was decided to diagnose the socio-psychological climate of the Family restaurant team.

Ten people - administrators and waiters took part in the research - the age of respondents is from 20 to 35 years.

For the general evaluation of some of the main manifestations of the social and psychological climate of the team, was used map-scheme of L.N. Lutoshkin. This map diagram on the left side of the letter describes the qualities of the team that characterize the favourable climate, on the right - the quality of the team with an unfavourable climate. The technique consists of 14 positive and, accordingly, 14 negative statements. The severity of certain qualities was determined by the seven-sided scale placed in the centre of the sheet (from +3 to -3).

Following the scheme, the subjects were first asked to read the proposal on the left, then on the right and then mark "+" in the middle part of the letter the assessment that most corresponds to the truth.

The value of points:

+3 - the property indicated on the left is always manifested in this team;

+2 - the property is manifested in most cases;

+1 - the property is manifested quite often;

- Neither this nor the opposite (indicated on the right) properties are not manifested clearly enough, or both are manifested to the same extent;

- Quite often the opposite property is shown (indicated on the right); 2 - property is manifested in most cases;

3 - the property is always manifested.

To imagine the overall picture of the team's climate, let us sum up all the positive and negative points. The result of a conditional characteristic of socio-psychological climate was greater or less approving.

To calculate the results of this diagnostics, the personnel, namely 10 people, was accepted for 100%. According to each considered the statement, the percentage ratio of positive/negative answers to the total number of the subjects was calculated. All positive and negative answers were summed up, and neutral answers were taken as "0".

Thus, based on the data obtained, we can conclude that the climate in the studied restaurant is very favourable.

The results can be presented graphically (Where the blue colour represents the % of positive answers) below in the Figure 2.1.

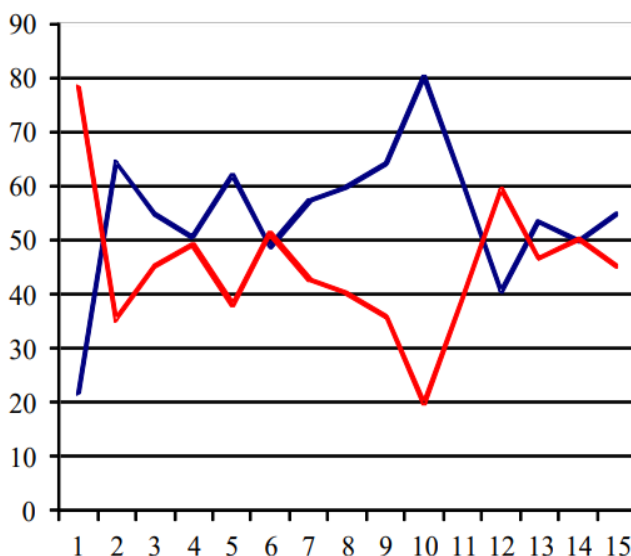


Figure. 2.1 - Socio-psychological climate of the restaurant's "Family" personnel

The number of positive emotional factors within the labour collective vastly outweighs the negative ones. The difference between them is approximately 10%, which is a powerful argument. The sample of the respondents was 10 people, i.e., 55% of the respondents considered the psychological situation in the team as approving.

## **CHAPTER 3. THE PROPOSALS FOR IMPROVING THE HR-MANAGEMENT OF LLC “FAMILY RESTAURANT GROUP”**

### 3.1 General overview of “Effective management” program

The current state of the economy and technology requires a continuous growth in the qualification of workers, in some cases - timely rotation and appropriate professional development. The deep ageing of personnel production dictates the need for constant work to attract young people to enterprises.

Today, the highest management of enterprises should admit that without systematic work with personnel (education of involvement in the system, respect for the institute of economic power) there will be increasingly felt by the rejection of hired workers from the goals of the enterprise, hence protesting phenomenons in the form of thefts, hidden strikes, pests.

From these positions, it is appropriate to carry out the formation of the corporate culture of the enterprise based on a systematic approach to working with personnel, which includes:

- Complex multifactorial quote of the existing personnel of the enterprise (professional, qualificational, educational, labour contribution and contribution in 66 financial achievements of the enterprise, personal professional, including creative potential, etc.).
- Career design, staff arrangement, reserve formation.
- The setting of production and creative tasks, tracking results.
- Formation and introduction of motivational, stimulating systems, continuous development.
- The creation of conditions for personnel development (rotation, additional training, internships, pieces of training, retraining, advanced training, system of continuous multi-level professional education, etc.).

- Monitoring the placement efficiency, adjusting, evaluating of efficiency contribution, certification, and changes in the career development project.
- The system of attracting young people to enterprises and growing highly qualified specialists.
- Recruiting based on professional selection.
- Organization of personnel disposal.

Based on the above, you can define the primary goals and objectives of the proposed program, the conditional name of which is "Effective management":

The Effective management program aims to increase the efficiency of personnel management at the restaurant "Family".

Program task:

1. To identify the basic methods of improving management efficiency.
2. To develop a set of measures aimed at improving the quality of management, to calculate the material costs of the studied restaurant enterprise for the implementation of the proposed measures.
3. To familiarize the restaurant management in the developed program to offer recommendations for implementing this complex of measures.

The Effective management program is a set of recommendations aimed at developing the skills of competent management of human resources which is the driving force in improving the efficiency of personnel management in the restaurant "Family". The main provisions of the Effective management program are given in Table. 3.1.

*Table 3.1*

**"Effective management" program**

<b>№</b>	<b>The main aspects</b>	<b>Measures taken</b>
1	Effective planning and recruitment	- Creation of professional, qualificational and socio-psychological requirements for the position.

		<ul style="list-style-type: none"> <li>- Personnel search technologies</li> <li>- Creation of conditions for favorable adaptation of the employees.</li> </ul>
2	Ways of motivation and stimulation of the staff	<ul style="list-style-type: none"> <li>- Moral motivation.</li> <li>- Monetary and non-monetary incentives.</li> <li>- Wage structure and wage system optimization.</li> <li>- Benefits.</li> </ul>
3	Providing the opportunities for learning and development	Career planning of employees, their training, and creation of a personnel reserve.
4	Creation of favorable psychological climate in the organization	<ul style="list-style-type: none"> <li>- Training "Business Communication".</li> <li>- Prevention of conflicts within the team.</li> </ul>
5	Formation of the corporate culture	Organization of the corporate events and holidays.

Next, let us consider the proposed recommendations, identify possible material costs, set out and interpret the conclusions.

### 3.2 Analysis of the proposed recommendations and interpretation of the conclusions

At the first stage of this program, the management of restaurant "Family" offers recommendations to improve the planning and recruitment. Among them are the following:

They are creating professional, qualificational and socio-psychological requirements for the position. These activities include the development of job descriptions or a professionogram for each vacancy.

In order to improve the technologies of personnel search, it is proposed to conduct search from external and internal sources. External search tools include: the publication of advertisements in newspapers and professional magazines (ProHotelia, Hotel and Restaurant Business), also appealing to employment agencies (Personnel Agency "Business - Recruitment Agency"), and placement of vacancies on the Internet - sites ([www.work.ua](http://www.work.ua), [www.olx.ua](http://www.olx.ua)).

Internal sources are observed as promotions of employees that already working in the restaurant. The promotion of its employees will cost the restaurant management cheaper. In addition, this will increase the interest of employees, will improve the morale, and will strengthen the commitment of employees to the company. According to the theory of expectations regarding motivation, it can be assumed that if employees believe in the dependence of their career growth on the degree of efficiency of their work, they will be interested in more productive work. The only disadvantage of the approach to solving the problem solely due to internal reserves is that new people with fresh views do not come to the organization, which leads to stagnation.

Selection technologies. Restaurant "Family" belongs to the types of enterprises with a small staff. Therefore, for the selected program to be highly effective, the relevant employee's qualities should be clearly stated regarding specific activity. The selection decision is proposed to be made per the proposed stage. At each stage some of the applicants may be eliminated or refuse to follow the procedure by themselves. It is naturally, that the proposed stages for selection are considered by the head (deputy) under the nature of the proposed vacancy.

1. Preliminary selection interview.

Work at this stage can be organized in different ways. It is recommended to use the general rules of the conversation to clarify, for example, the applicant's education, assessment of his appearance and while defining the personal qualities.

2. Application form and autobiographical questionnaire.

The number of items in the questionnaire should be minimal and should request only the information that has the most significant impact on the applicant's future work

performance. Mandatory requirements for the questionnaire - they must be made separately for each type of work and organization.

### 3. Hiring conversation.

The purpose of the interview is to consider the applicant for an employment. At this stage, there is an exchange of information in the form of questions and answers. The supervisor is encouraged to prepare a list of questions in advance.

### 4. Hiring tests.

This is one of the most modern methods that facilitate the decisions selection. A test is a tool that measures a person's performance. Psychologists and HR professionals develop these tests to assess the availability of the abilities or composition of the mind - that must be performed on the proposed site. Among the most common types of tests, it is recommended to use the Ketel's personal questionnaire, the level determination of Taylor's anxiety and various variations of achievement tests.

### 5. Checking the reviews and recommendations.

Candidates may provide feedbacks from previous supervisors and other similar documents when applying for a position. Management is encouraged to thoroughly check them, possibly calling the management from the previous place of work to clarify the data. This can be one of the most objective types of information for predicting the applicant's future behaviour in the potential workplace.

### 6. Providing the health information.

The reasons for the medical examination are as follows:

- in the case of employees' complaints about compensation, it is required to have the knowledge of the applicant's physical condition at the moment of his employment.
- it is necessary to prevent the hiring of vectors of infectious diseases.
- it is necessary to determine whether the applicant can physically perform the proposed work.

To determine the "quality of the set", that is, the approximate assessment of the level of invited and hired workers, we can use the following mathematical calculation method:



$YN = (+ RY + PP ZP) : H$ ,

where YN is the quality of the workers recruited %,

RY - average total quality rating of work performed by employees,

PP - a percentage of new workers advanced within one year,

ZP - a percentage of new workers who are left to work after one year,

H - the total number of indicators considered in the calculation.

Adaptation of new staff to the team is one of the essential tasks that the organization should solve. The process of mutual adaptation of an employee and department based on the acceptance/rejection of the first new professional and organizational conditions of work - should be related to both strategic planning in the organization and existing programs for employees' motivation, staff assessment and development and, of course, with the already formed corporate culture.

In order to create friendly conditions for employees to adapt, the management of the restaurant, is offered by a set of key factors influencing this process. Knowledge of these factors will help management to navigate in creating a friendly atmosphere. Organizational adaptation is based on the new employee's understanding and acceptance of his organizational status, structure, and existing management mechanisms.

It is necessary to give a new employee a brief digression into the restaurant's history, tell him about regular customers, and get acquainted with the provisions of the restaurant's organisational structure: the issue job description and professionogram.

Professiogram is a document containing the basic professional requirements, which should focus on the development of personal professional qualities in the course of mastering their profession or changing the positions. The professionogram reflects the professional requirements which are formulated and based on the analysis of the professional activity of the most successful working specialists. As a rule, the professionjgram contains:

- a) The model of the employee (professional, business, personal qualities).
- b) The job model (functions, responsibilities, tasks, etc.).

Socio-psychological adaptation - is the adoption of new norms of relationships and behaviour in the specific organization, as well as adaptation to a new society. It is recommended to meet a new employee and to discuss the company's mission and aim, to tell him about the traditions that exist in the restaurant, and to introduce him to colleagues with whom he will be technologically connected.

Professional adaptation is the gradual improvement of professional and cooperational skills to a certain level which is necessary for a new employee to perform his/her functional duties at the necessary technologically level. The range of these skills should be outlined in the job description that the employee receives in the very beginning. It is recommended to develop and to bring to his attention the criteras for the success, while the probationary period.

For successful organizational and professional adaptation, the management of “Family” restaurant should create and develop a mentoring institute, so that a new employee is not "abandoned" after joining a work. The mentor can be either the manager himself or an experienced employee, who has proven himself.

The program's second stage offers a set of methods that motivate and stimulate staff. For the management of the restaurant “Family” the following types of staff motivation and incentives have been developed:

- Moral motivation.

Powerful moral motivation is especially relevant for the restaurant enterprise under study because it needs to make a kind of a breakthrough in the restaurant services market and increase its competitiveness. Among the means of this type of motivation are suggested to use:

- Requests
- Inspiring visions (essentially attractive promises)
- Thanks
- Certificates
- “Personal requests”
- Marks on the information board
- Monetary and non-monetary incentives.

Recommended monetary motivation of employees:

1. Performance awards.
2. Individual awards. Such bonuses can also be paid to specialists, whose dismissal is undesirable for a restaurant enterprise (for the Family restaurant these are administrators and accountants).

Non-monetary ways to motivate staff:

1. Management needs to show their interest not only into the work of its employees but also into them as individuals. Respect, trust, sincere attitude to subordinates will only strengthen their motivation.
2. A significant factor is the recognition and the gratitude of management for the achieved results.
3. It is desirable to survey employee's satisfaction with work to obtain the feedback on the effectiveness of the motivation system and to get suggestions of employees.
4. It is recommended to motivate employees by providing corporate recreation, which means the staff departure to campsites or rest homes at the organization's expense.
5. To motivate by providing free time for a well-done job.
6. Motivation by a convenient work schedule.
7. Motivation of employees by advanced training.
- Wage system optimization and benefits.

It is known that the type and number of rewards offered by the organization are essential for assessing the quality of working life.

The structure of wages in the organization is determined by analyzing the survey of wages, labour market conditions, productivity and profitability of the organization as a whole. In addition to salaries, the restaurant management is recommended to provide its employees with various additional benefits that will be stimulating staff the most.

Note the most desirable types of benefits in modern Ukrainian organizations:

- Paid leave.

- Hospital payment.
- Health and life insurance.
- Pension provision.
- Cafeterias subsidized by the enterprise.
- Loans with a reduced interest rate for the education of employees' colleges, children's institutions.
- Provision of paid legal services.
- Physical rehabilitation programs.
- Paid creative leave after a certain number of years of work.

Due to the low funding, the restaurant management is offered to use several types of benefits from the above. In order to determine the most desirable benefits for staff, it is recommended to conduct a survey. The results of which will reflect the desires of employees.

- Wage structure.

Wage structure - the quantitative ratio of wage-forming elements. The optimization of this structure is the monthly payment of its following elements.

Tariff part - the central, mandatory element of the salary of each employee of the enterprise. Allowances and surcharges to the tariff are recommended to be systematically paid for continuous work experience; for performing a more considerable amount of work; for combining positions and skills; for work at night; for overtime work, etc.

It should be noted that payment for overfulfilling norms (tasks) stimulates the labour productivity growth. The bonus part of the salary is related to the solution of additional production tasks, including various types of bonuses, which are paid from the salary fund and the material incentive fund.

At the third stage of the program, the possibility of employees' professional development is considered. The following event is defined here:

Career planning of employees, their training, and creation of a personnel reserve. The restaurant management is recommended to conduct purposeful career planning of its employees, focused on training specialists in the restaurant business. It is desirable

to conduct continuous training and retraining to develop managerial and organizational skills. To conduct purposeful selection and entry in the database of possible candidates desired by the restaurant, thus creating a personnel reserve.

To use the method of horizontal promotion, when the employee after the required mandatory training takes a new position in another department and also the method of predictive training: training in specialities that may be needed in the foreseeable future.

The fourth stage of the program is devoted to the socio-psychological climate in the "Family" restaurant. Based on the study of climate in this organization, its level was identified as favourable, the program "Effective management" developed a set of measures aimed at improving interpersonal interaction and conflict prevention.

In particular, it was proposed to conduct a socio-psychological training "Business Communication" (with the help of a psychologist who was involved from the outside). The training is designed for two days. The primary purpose of the training is to increase the effectiveness of interpersonal interaction in the team, prevention of interpersonal conflicts among staff. Conflicts are inevitable in labour collectives because people of different levels of professional training, social status, life experience, and temperament take part in joint labour activity. To prevent conflict situations, the management of the restaurant is recommended to work with staff (frequency depends on the employment of both management and employees of the restaurant).

To prevent conflicts, both managers and employees of the restaurant must remember the following:

- It is necessary to learn how to determine the pre-conflict stage and how to "return" from the pre-conflict situation to regular interaction and not to continue to intensify the beginning of conflict.
- It is necessary to understand the partner's interaction and not to go into the conflict if there is no confidence that the partner's motives are understood correctly by you.
- Be tolerant to dissent.
- You need to take care to reduce your relatively persistent anxiety and aggression.

- Learn how to manage your current mental state, and how to avoid pre-conflict situations with fatigue or overexcitement.
- In communication with colleagues, you need to be internally ready to solve problems through cooperation, compromise, avoidance, or concessions.
- It is desirable to smile at least occasionally during communication with a partner.

The final stage of the program is aimed at organizing the corporate culture. In the organization of the corporate culture, we can identify the main components, the implementation of which will sufficiently stimulate the staff of the "Family" restaurant.

First of all, the restaurant management is recommended to create a document with an essential list of corporate rules of the organization, which will be issued to the employee on the first day of work. Such a document may contain a detailed description of all possible situations that the employee may face, the organization's history, mission/aim, description of relationships with customers and within the organization, etc. In addition to creating the rules themselves and the demands of management, it is necessary to create conditions for their implementation and a verification mechanism - the rules work or are, in fact, a simple declaration of requirements and wishes of company leaders to staff.

Since in the researched restaurant company, the possibility of career growth of employees is minimal due to lack of vacancies, as well as the low number of staff, the problem of lack of career growth can be solved by paying more attention to employee motivation and involvement of all employees to management. This encourages managers to look for new management forms, develop potential, work effectively, and be creative in the labour process.

The requirement of a creative attitude of management to management will increase their independence and responsibility for the work performed, their active participation in management decisions and their direct interest in the results of teamwork.

Strengthening organizational culture should be carried out through general corporate activities to foster a sense of community, belonging to the organization, loyalty, and reliability in work.

## CONCLUSIONS

Based on the research, the following conclusions can be drawn.

Personnel management is a complex applied science of organizational and economic, administrative, technological, legal, group and personal factors, ways and methods of influencing the enterprise's personnel to increase efficiency in achieving its goals.

The concept of personnel management is a generalized idea of human's place in the enterprise. In current conditions, we can distinguish two approaches to personnel management: from the standpoint of human's role in social production and the standpoint of systems theory.

When considering the role of human in social production, there are two poles:

- human as a resource of the production system (labour, human) - an essential element of the process of production and management.
- human as a person with particular needs, motives, and values.

From the standpoint of systems theory, workers are observed as a vital subsystem. At the same time, two groups of subsystems are distinguished:

- 1) Economic, which is dominated by problems of production, exchange, and consumption of material goods. The staff is observed as a workforce.
- 2) Social, which is dominated by issues of human relations, social groups, and spiritual values. The staff is observed as the primary system, consisting of unique personalities.

The purpose of personnel management is to ensure the maximum compliance of the company interests and employees involved in professional activities.

To achieve this goal, it is necessary to meet the company's needs with qualified personnel. Secondly, to use them effectively. This necessitates the following tasks of personnel management:

1. Development and implementation of personnel policy.
2. Development of staff list following the strategy of the enterprise.

3. Development of professional qualification requirements (professionals, job models, etc.).
4. Providing specialists with jobs and selection of personnel.
5. Regulation of personnel movement.
6. Business evaluation of personnel, socio-psychological diagnostics, testing.
7. Staff training.
8. Analysis and coordination of interpersonal relationships, prevention of social conflicts, unwanted stress.
9. Formation of the personnel reserve, personnel leasing, personnel development forecasting, business career planning, personnel needs analysis.
10. Employment management.
11. Professional adaptation of staff.
12. Regulation of labour relations, requirements of psychophysiology, ethics, aesthetics, labour economics.

The presented research was conducted based on LLC "FAMILY RESTAURANT GROUP" (restaurant "Family").

The establishment has three spacious halls decorated in a modern style. The restaurant provides theatrical performances, themed parties and children's parties. Sports broadcasts are often held as well.

The menu of the restaurant is very diverse, the following cuisine is presented by: American, Georgian, French, Mexican, Ukrainian, Italian, mixed, homemade, barbecue, European, and Japanese.

The price range is from 100 to 500 UAH per order.

The study of financial and economic indicators of the enterprise shows that its financial condition for the analyzed period is stable. However, such a situation is not very acceptable for the enterprise's further effective functioning and development.

The staff of the restaurant "Family" includes 23 people. The restaurant staff is primarily female, aged 25 - 35 years. Almost all restaurant "Family" employees have extensive experience in the restaurant business.

There are democratic features in the style of personnel management.



The socio-psychological climate in the study team is very favourable.

The disadvantage of personnel management can be considered a low level of incentives and motivation.

After the SWOT analysis, the advantages and disadvantages of the restaurant were revealed, such as the lack of advertising and information technology in the restaurant.

The following measures aimed at more effective personnel management were proposed as recommendations.

First, it is proposed to improve the planning and of personnel selection:

- Creation of professional qualifications and socio-psychological requirements for the position.
- Improving staff search technologies
- Personnel selection technologies.

For successful organizational and professional adaptation, the management of restaurant "Family" should create and develop a mentoring institute so that a new employee is not "abandoned" after joining a work. The mentor can be either the manager himself or an experienced restaurant employee who has proven himself.

Recommendations on monetary and non-monetary motivations of restaurant employees were also developed.

Many measures were proposed to create conditions for the favourable adaptation of new employees. To maintain a good socio-psychological climate in the restaurant "Family", the training "Business Communication" was offered as well.

It is expected that the implementation of at least some of the proposed measures will increase the efficiency of personnel management and, as a result, will increase the efficiency of staff and the level of competitiveness of the restaurant.

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