

UDK 65.015  
JEL Classification: J59

## ADMINISTRATIVE ASPECTS OF THE LABOUR CONDITIONS CHANGE'S ORGANIZATION FOR INCREASE OF PERSONNEL WORK'S PRODUCTIVITY

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*Чернишова Л.І., Мельниченко А.Г. Управлінські аспекти організації зміни умов праці для підвищення продуктивності роботи персоналу.*

У статті досліджені підходи щодо поняття «продуктивність праці» й визначений взаємозв'язок між умовами праці і продуктивністю. Питання умов праці розглянуто у двох аспектах: як необхідність створення безпеки і комфорту робітників і як можливий потенціал збільшення ефективності праці. Авторами проаналізовано доцільність покращення умов праці на підприємстві та розглянуті фактори, які впливають на коректування організації праці персоналу. Розроблена модель управління продуктивністю праці робітників, в рамках якої запропоновані організаційно-управлінські етапи програми коректування стану продуктивності праці підлеглих на підприємстві.

*Ключові слова:* умови праці, ефективність, продуктивність, продуктивність праці, організація праці, фактори виробничого середовища, управління продуктивність

*Чернышова Л.И., Мельниченко А.Г. Управленческие аспекты организации измененной условий труда для повышения производительности работы персонала.*

В статье исследованы подходы к понятию «производительность труда», определена взаимосвязь между условиями труда и производительностью. Вопросы условий труда рассмотрено в двух аспектах: как необходимость создания безопасности и комфорта рабочих и как возможный потенциал увеличения эффективности труда. Авторами проанализирована целесообразность улучшения условий труда на предприятии и рассмотрены факторы, которые влияют на корректировку организации труда персонала. Разработана модель управления производительностью труда работников, в рамках которой предложены организационно-управленческие этапы программы корректировки состояния производительности труда подчиненных на предприятии.

*Ключевые слова:* условия труда, эффективность, производительность, производительность труда, организация труда, факторы производственной среды, управления производительность

*Chernyshova L.I., Melnychenko A.G. Administrative aspects of the labour conditions change's organization for increase of personnel work's productivity.*

The article examines approaches to the concept of "productivity", defined the relationship between working conditions and productivity. The work environment is considered in two aspects: the need to create safety and comfort of workers and as a possible potential for increasing efficiency. The authors analyzed the feasibility of improving the conditions of labor in the workplace and examines the factors that affect the adjustment of personnel's organization. The developed model of performance management of employees, under which the proposed organizational and management stages of the program override the state of productivity of subordinates in the enterprise.

*Keywords:* working conditions, efficiency, performance, productivity, labour organization, production factors, management, performance

Implementation of organizations and enterprises' plans, their success, future achievements to a large extent depend on skilled personnel who are skillfully and rationally picked up. In the field of personnel management there is a significant potential for strengthening the competitiveness of a particular business. Therefore, in order to increase the efficiency of the activities of organizations and enterprises' number, their management seeks to focus on modern management tools, among which the most urgent is personnel management.

In turn, the organization of organization's work affects the behaviour of workers in the performance of their official duties, and therefore management of this system is the mechanism of human capital's management in the enterprise. This approach requires the study of the impact of working conditions on man and his labour activity, the formation of tools for optimizing the organization of work of personnel. The identified issue should be addressed at different managerial levels, since it is important for entrepreneurs and owners of firms that use hired labour and seek to increase their profits and the value of their business.

Productivity is one of the indicators that characterize working conditions. Managing the optimization of these conditions can be one of the key success factors in improving employee efficiency. The study of this aspect creates the basis for the formation of managerial decisions by the management of the enterprise in determining the reduction of the efficiency of personnel, productivity, quality of customer service and other problems associated with the organization of production activities.

### Analysis of recent researches and publications

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Problems in controlling the productivity of labour in the production and the search for methods for its increase in works were considered by such scholars as Gold B. [1], Darchenko N.D. [2], Eilon S. [1], Cezan Yu. [1], Semikina M.V., Petina O.M., Timoshenko D.M. [3], Laskavy A.O. [4] and others.

However, in a market economy, the functions of personnel work are expanding, their influence on the level of production increases' planning and organization. Therefore, the most important tasks are to make radical changes in improving the productivity of staff and finding directions for improving the organization of the labour process.

### **Unsolved aspects of the problem**

The problem of modern motivational techniques, as well as the peculiarities of the use of methods of stimulating labour, which form the employee appropriate attitude, responsibility and willingness to perform their professional duties remains unresolved. It is still not known what mechanisms of influence on personnel will lead to changes in labour productivity and to what extent.

The staff is the strategic resource that determines the power of the establishment in a market competitive environment. Therefore, the efficiency of the enterprise is directly dependent on the efficiency of each employee's work and the entire staff of the enterprise as a whole. Therefore, it requires the formation of managerial tools for the organization of certain working conditions to improve the staff and maximize the full implementation of their professional abilities.

*The aim of the article is* coverage of the issue of working conditions' influence on the performance of staff, the determination of the appropriateness of their adjustment in order to increase the efficiency of the enterprise's production activities, developing a model for managing the productivity of subordinates through the introduction of changes in working conditions of workers.

### **The main part**

One of the key vectors for increasing the efficiency of any organization's production is undoubtedly an increase in the level of productivity of its workers. The interpretation of the concepts of "productivity", as shown by various sources, is still determined by the discussion, which causes some problems at different levels of management. The International Labour Organization (ILO) recommends distinguishing between definite terms, which does not always take place in practice.

If productivity is seen as a general indicator of the efficiency of using all the various resources needed to produce products and reflects the relationship between the quantity and quality of manufactured goods and resources that were spent on their production, then labour productivity is the efficiency of the cost of specific labour, which is determined by the number products manufactured per unit of working time, or the amount of time spent per unit of products [4].

Depending on the essence of the economic category of "productivity", it should be noted that in its definition of the initial category is work. It reflects the fruitfulness of labour costs, the ability of a particular labour to create a certain amount of material wealth per unit of time or to carry out a certain number of actions. In turn, the increase in labour productivity characterizes the savings of the aggregate (living, ordained and future) labour. Specifically, it consists in the fact that the proportion of live labour decreases, while the materialized increases, but increases in such a way that the total value of labour is reduced [5].

According to Semikina M.V. labour productivity can be considered in two dimensions:

- in the narrow sense, labour productivity is an indicator of the productivity of specific labour at the microeconomic or individual levels, which represents the ratio of production's (services) output to the cost of just one of the factors of production – living labour, which can be measured in an hour, day, quarter, year (man-hours, man-days, in annual calculations – the average number of staff);
- in the broadest sense, labour productivity is the social productivity of labour, which characterizes the production process' productivity at the macro level and represents the ratio of the total volume of manufactured goods and services to total labour costs [6].

It is believed that the ability to be productive is not an innate property, but one that can be acquired. That is, productivity is a skill, and therefore it can be developed and accordingly promoted. Regular work on the development of this skill leads to the fact that it's easier to keep personal high productivity every day [7].

Modern development of scientific and technological progress strengthens the importance of a number of factors and conditions that determine the effectiveness of labour. Consequently, the question of working conditions can be considered from different directions. This is the protection of labour, the state of the enterprise, and increasing its competitiveness, and the quality and intensity of labour. According to a study by the International Labour Organization, a modern person spends most of his free time at work. This means that the conditions in which it works mainly form its general physical and psychological state. Execution of certain work for a considerable amount of time is accompanied by the fatigue of the human body. This is manifested through a reduction in the level of human ability. In addition to physical and mental work, a certain effect on the level of tiredness is made by the environment in the workplace, namely the conditions in which a person performs work. So, the higher intensity of labour, the higher its productivity, and therefore the maximum level of intensity is determined by the capabilities of the human body.

As you know, working conditions – is a combination of environment's factors, affecting the health and efficiency of man in the process of labour [8]. Some scholars believe that working conditions are all that affects the workforce, on the state of human performance directly at workplaces in specific labour organizations and labour collectives [9].

These conditions are determined by the equipment, technology and objects of labour used, as well as by products of labour, a well-established system of protection of workers, a way of servicing workplaces and external factors, which depend on the state of the working premises that form the working

microclimate. Thus, depending on the nature of the work being performed, the working conditions are specific for each individual production, workshop or site, and for each workplace.

The above-mentioned factors can be divided into several groups: sanitary-hygienic, psycho-physiological, aesthetic, socio-psychological and organizational-economic. They influence independently or in any combination, forming the general working conditions of a person.

The characteristics of the above-mentioned group of factors are shown in fig. 1.

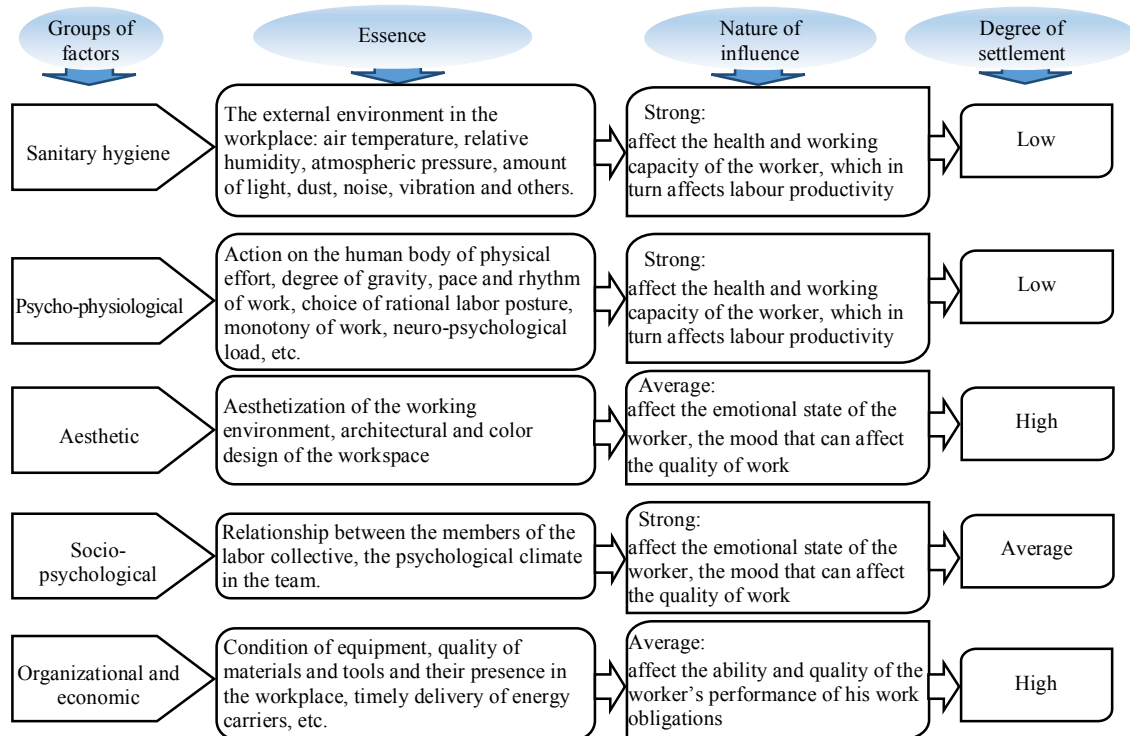


Fig. 1. Characteristics of factors that affect the conditions and organization of enterprise's personnel work  
Source: own elaboration

All these factors must form a safe working conditions for person. Under safe and healthy working conditions it is necessary to understand the production factors that directly provide for the consumption (use) of the workforce (ability to work) within the limits allowing it to regenerate and develop normally, that is, those factors which directly ensure the preservation for a possibly longer period of efficiency workers and employees at the normal ability of their body to work.

On the other hand, the rational organization of the labour process and the formation of the proper state of working conditions of workers affects the efficiency of their activities, and therefore the management of the enterprise is interested in the determination of optimal working conditions. Their improvement, as the experience of many successful companies, shows, leads to increased work capacity and productivity of personnel, a decrease in the level of personnel

turnover at the enterprise, as well as increased discipline and dedication to production.

The development of a program for improving the working conditions of the enterprise should be based on a preliminary analysis of the current system of organization of the labour process.

Work on the reform of working conditions must be in line with certain principles. Among them, the principle of science, which consists in the validity of the chosen actions, the calculation of possible consequences; the principle of optimality, which is that explains the need to use such actions among several alternatives; the principle of complexity, which assumes that innovations will meet the overall goals and strategy of enterprise development in general and, of course, the principle of economic efficiency, because before the enterprise primarily aims to increase the results of its activities.

Therefore, in our opinion, it is recommended to combine organizational and managerial aspects to enhance the effect of work in a particular direction.

One of the main tasks of economic justification for measures to improve conditions and labour protection is to determine the cost of implementing measures that include capital investment and operating costs [10]. The main indicators that characterize the effectiveness of implemented measures to improve working conditions should be the growth of the economic activity of the enterprise, the annual economic effect, the reduction of the labour intensity of production, the economy of working time, and others.

In general, improving the working conditions of an enterprise is to create favourable conditions in the workplace. Since the working atmosphere is the result of the interaction of many interdependent factors, management should involve all possible factors. It should also be borne in mind that the reform of working conditions must go hand in hand with the production process itself, which can not be stopped, and therefore, the technology of performing the functions of the worker at the same time must change. And this is a block of management work.

Within the enterprise, the main importance for the organization of work is the question of the correct location of workers in production on the basis of rational division of labour and the combination of professions, specialization and expansion of service areas [11].

The expediency of improving working conditions in the company is a motivator for increasing the efficiency of the staff. Human labour is effective when its personal and professional interests do not contradict the goals and mission of the organization. A person is motivated – and accordingly interested. By creating a situation in which the whole organization is achieved, a person satisfies his personal needs, knowingly choosing one or another style of behaviour. Responsible and highly intensive work stimulates the formation of the need for continuing education, based on the specific interests of the person, his individual-peculiar perception of the prospects of development of society, production, as well as their own abilities and capabilities [12].

Some managers create a program of incentive incentives for enhancing motivation, but the staff perceives such actions as self-evident: these measures maintain a general level of satisfaction with the work, but do not create or increase it.

Motivational factors, on the contrary, stem from the nature and essence of work, lead to an increase in the level of satisfaction with work and relate to an independent range of needs that can be united under the name "needs for growth". Among the most important such motivators should be specified in particular: success, need for recognition, content of work, career development opportunities, official position, range of responsibilities, etc. A sense of recognition gives the worker an awareness of dignity and self-esteem, so management needs to provide its

employees with information about proper performance of duties. Also, an important factor of motivation is the work itself: monotonous labour does not lead to a sense of satisfaction, while the very content of the functions of diverse and creative work becomes an incentive for professional growth, reducing the number of absences and delays. Very often, for employees, promotion of career ladders, increase of the range of responsibilities can be a significant stimulus.

Consequently, according to the theory of F. Herzberg, the formula for satisfaction with labour can be stated as follows: working conditions plus factors of motivation equals the level of satisfaction with labour; working conditions minus the factors of motivation equals zero impact.

The theory was effectively implemented at enterprises when it was developed and therefore received some popularity, but also received critical remarks about it. As a result of other studies, it was discovered that not always satisfaction with work leads to an increase in labour productivity, according to F. Herzberg, the mechanism of motivation must be built on the basis of various aspects of human behaviour and environmental characteristics.

An important element in the management of labour productivity is the search for reserves, the use of which would allow the company to reach a lower level of costs in general and for staff in particular, because increasing labour productivity is a major factor in the growth of output at enterprises [3].

Based on the study, it is proposed to consider a comprehensive model for managing the productivity of personnel at the enterprise. To do this, let's summarize information on management objectives, activities, functions, stages and principles of productivity management in a single system. The model of productivity management at the enterprise is shown in fig. 2.

The developed model is a schematic representation of the managing labor productivity process at the enterprise. It is traced the relationship between individual elements of the system of personnel productivity's management. According to this model, the process of management begins with the formation of key goals for future transformations, the choice of the direction or scope of the enterprise, which must be worked on. The selected measures are implemented taking into account the principles and functions of management and using the identified tools.

The introduction of new mechanisms of work takes place through the success of certain stages (fig. 3). Thus, the entire process is subject to the above-mentioned scheme.

Thus, the process of adjusting the enterprise can be divided into 4 stages. At the first, preparatory stage, a decision is made on the necessity of introducing changes for the management of productivity, determining its goals and diagnosing the current state of the enterprise.



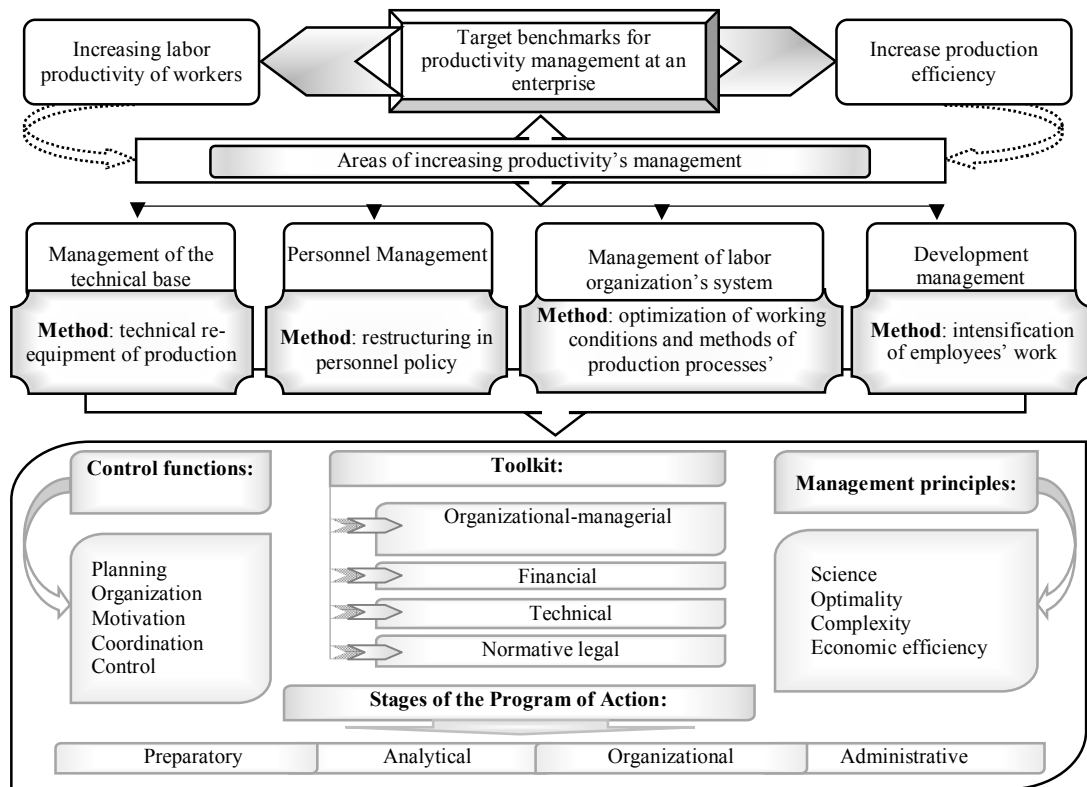


Fig. 2. Integrated model of labor productivity management at the enterprise

Source: own elaboration

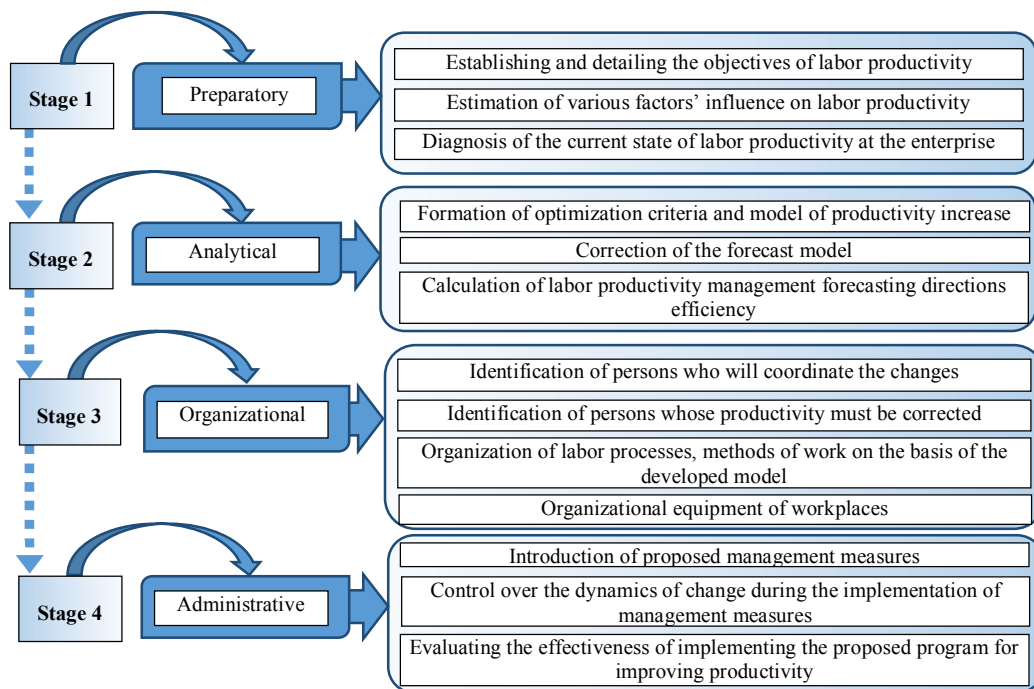


Fig. 3. Scheme of organizational and managerial stages of increasing productivity's program at the enterprise

Source: own elaboration

At the second, analytical stage, it is recommended to apply predicative methods, that is, it will consist in the formation and miscalculation of the forecast model of the development of events. To implement the optimization process, there is a need for certain elements: criteria of optimality and parameters, the change of which will lead to a change in the

efficiency of a certain area of the enterprise. Criteria can be economic, environmental, social, technological, etc., indicators are indicators of activity. In case of increasing the competitiveness of the enterprise will be an economic criterion. The parameter that is expedient to analyze within the

framework of the chosen topic is definitely the productivity of labor.

At the third, organizational stage, identify the persons responsible for carrying out corrective measures and workers whose activities require adjustment. At this stage, an organizational framework for future implementations is also formed, supporting activities are carried out.

At the final, managerial stage, direct implementation of previously developed measures is carried out. This process occurs at the same time as the obligatory control over the changes. As a result, the assessment of the corrective measures' effectiveness carried out and the impact analysis that they caused.

### Conclusions

To summarize, it should be noted that any enterprise has a certain level of labor productivity and working conditions, which may change due to various factors. An effective method of weakening the negative forces should be the involvement of different sections of management managers and workers in designing and implementing the process of measuring

productivity. In addition, in order to successfully implement the program of changes should be staffed in advance to prepare both in a psychological and a motivational plan. Managing productivity gains through adjusting working conditions should take into account the vector to overcome the resistance of those groups of people who disagree with the changes. It is recommended to develop a strategy aimed at reducing the forces opposing these measures. Increasing labour productivity and optimal system of labour organization should become the main conditions for the development of the enterprise, which is closely connected with the professional and qualification characteristics of the workers.

Unfortunately, the ideal recipe for better organization of working conditions does not exist. During the developing measures in a particular direction, it is necessary to take into account in each individual case the conditions of a particular enterprise, which under the influence of the external environment will constantly change, and therefore, this process should support in the organization on a permanent basis.

### Abstract

Implementation of organizations and enterprises' plans, their success, future achievements to a large extent depend on skilled personnel who are skillfully and rationally picked up. In the field of personnel management there is a significant potential for strengthening the competitiveness of a particular business. Therefore, in order to increase the efficiency of the activities of organizations and enterprises' number, their management seeks to focus on modern management tools, among which the most urgent is personnel management. Increasing labour productivity and optimal system of labour organization should become the main conditions for the development of the enterprise, which is closely connected with the professional and qualification characteristics of the workers. During the developing measures in a particular direction, it is necessary to take into account in each individual case the conditions of a particular enterprise, which under the influence of the external environment will constantly change, and therefore, this process should support in the organization on a permanent basis.

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Надано до редакційної колегії 09.06.2017

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## Посилання на статтю / Reference a Journal Article:

Chernyshova L. I. Administrative aspects of the labour conditions change's organization for increase of personnel work's productivity [Електронний ресурс] / L. I. Chernyshova, A. G. Melnychenko // Економіка: реалії часу. Науковий журнал. – 2017. – № 4 (32). – С. 78-84. – Режим доступу до журн.: <https://economics.opu.ua/files/archive/2017/No4/78.pdf>