

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ДЕРЖАВНЕ НЕКОМЕРЦІЙНЕ ПІДПРИЄМСТВО
«ДЕРЖАВНИЙ УНІВЕРСИТЕТ «КИЇВСЬКИЙ АВІАЦІЙНИЙ ІНСТИТУТ»
Факультет транспорту, менеджменту і логістики
Кафедра менеджменту зовнішньоекономічної діяльності підприємств

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«29» листопада 2024 р.

КВАЛІФІКАЦІЙНА РОБОТА
(ПОЯСНЮВАЛЬНА ЗАПИСКА)
ЗДОБУВАЧА ОСВІТНЬОГО СТУПЕНЯ
«МАГІСТР»

ТЕМА: «Удосконалення системи управління розвитком персоналу ТОВ «Аліум
Пром» з урахуванням досвіду зарубіжних країн»

зі спеціальності

073 «Менеджмент»

(шифр і назва)

освітньо-професійна програма

«Менеджмент зовнішньоекономічної
діяльності»

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“ 29” November 2024

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“MASTER”

TOPIC: «Improvement of the personnel development management system LLC “Alium Prom” (limited liability company) taking into account the experience of foreign countries»

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Topic of the qualification paper: «Optimizing the management of the enterprise’s import operations (on the example of QUORUM-NAFTA LLC)» approved by the Acting Rector order of 28 August 2024, № 1569/CT.

1. Period of performing the paper: from 02.09.2024 p. to 15.12.2024 p.
2. Date of the paper submission to the graduate department 25.11.2024 p.
3. Initial data for the paper: Accounting reports of the “Alium Prom” LLC for 2021-2023, web resources, scientific articles.
4. The content of the explanatory note (list of issues to be developed). Required: to explore the essence, principles, and features of systematic personnel development management; to examine the theoretical foundations of holistic (systematic) personnel management; to review approaches and methods for building a system to stimulate personnel creativity in entrepreneurial activities; to analyze the features and differences of personnel management methods in the domestic management system relative to global experience; to provide a general overview of LLC “Alium Prom”; to identify directions for improving the personnel development management system at LLC “Alium Prom”; to develop measures for enhancing the personnel development management system at LLC “Alium Prom”; to assess the effectiveness of the proposed measures.
5. The list of mandatory graphic material:
Theoretical part: tables – 2, fig. – 2
Analytical and research part: tables – 17, fig. – 17

6. Calendar plan-schedule

№	Task	Period of execution	Mark of execution
1	2	3	4
1.	Gathering and analyzing information on the “Alium Prom” LLC related to personnel management, preparing the first version of the introduction and the theoretical part	02.09.24-20.09.24	done
2.	Structuring of references utilized in analyzing approaches for improving of the personnel development management system, preparation of the first draft of the analytical part	21.09.24-13.10.24	done
3.	Developing project proposals and their organisational and economic justification, preparing the first version of the project part and conclusions. Editing the first drafts of the qualification paper	14.10.24-03.11.24	done
4.	Preparing the final version of the qualification paper, checking it with the standard controller	04.11.24-14.11.24	done
5.	Approving the paper with the supervisor, obtaining the supervisor’s review, submitting it to the Management of Foreign Economic Activity of Enterprises Department for admission to the defence, obtaining internal and external reviews, certificate of academic performance	15.11.24-19.11.24	done
6.	Submission of qualification paper to the Management of Foreign Economic Activity of Enterprises Department	25.11.24	done

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A LIST OF SYMBOLS, ABBREVIATIONS AND TERMS

AI – Artificial Intelligence

BSC – The Balanced Scorecard

EVA – Economic Value Added

LLC – Limited Liability Company

MBO – Management by Objectives

TQM – Total Quality Management

ABSTRACT

The qualification paper is dedicated to the study of the personnel management strategy of LLC “Alium Prom” and its improvement, considering the experience of foreign countries.

The introduction outlines the relevance of the research topic, the purpose and objectives of the study, its theoretical and practical significance, and identifies the subject and object of the research as well as the research methods used.

The first chapter examines the theoretical foundations of holistic (systematic) personnel management, highlights the features and differences of personnel management methods in the domestic management system compared to the experience of foreign countries, and explores approaches and methods for building a system to stimulate personnel creativity.

The second chapter provides a general overview of LLC “Alium Prom”, analyzes the main financial and economic indicators, and evaluates the personnel management system of LLC “Alium Prom”. The third chapter identifies directions for improving the personnel management system of LLC “Alium Prom”, develops measures for enhancing the existing personnel management system of LLC “Alium Prom”, and assesses the effectiveness of the proposed measures. The conclusions summarize the results of the qualification study.

Keywords: PERSONNEL, PERSONNEL MANAGEMENT, HOLISTIC PERSONNEL MANAGEMENT, SYSTEMATIC MANAGEMENT, IMPROVEMENT OF PERSONNEL MANAGEMENT SYSTEM.

АНОТАЦІЯ

Кваліфікаційна робота присвячена дослідженню стратегії управління персоналом ТОВ «Аліум Пром» та їх вдосконалення з урахуванням досвіду зарубіжних країн.

У вступі визначено актуальність теми дослідження, мету і завдання дослідження, теоретичну та практичну значущість, зазначено предмет та об'єкт дослідження, вказано методи дослідження.

У першому розділі досліджено теоретичні основи холістичного (системного) управління персоналом, висвітлені особливості та відмінності методів управління персоналом вітчизняної системи управління порівняно з досвідом зарубіжних країн, досліджено підходи та методи побудови системи стимулювання креативності персоналу.

Другий розділ присвячений загальній характеристиці ТОВ «Аліум Пром», здійснено аналіз основних фінансово-економічних показників та здійснено аналіз системи управління персоналом ТОВ «Аліум Пром».

У третьому розділі визначені напрямки удосконалення системи управління персоналом ТОВ «Аліум Пром», розроблені заходи щодо удосконалення системи наявної системи управління персоналом ТОВ «Аліум Пром», здійснена оцінка ефективності реалізації запропонованих заходів.

У висновках узагальнено результати кваліфікаційного дослідження.

Ключові слова: ПЕРСОНАЛ, УПРАВЛІННЯ ПЕРСОНАЛОМ, ХОЛІСТИЧНЕ УПРАВЛІННЯ ПЕРСОНАЛОМ, СИСТЕМНЕ УПРАВЛІННЯ, УДОСКОНАЛЕННЯ СИСТЕМИ УПРАВЛІННЯ ПЕРСОНАЛОМ.

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INTRODUCTION

Relevance. Personnel management plays a crucial role in the efficiency of any enterprise. In today's reality, marked by rapid technological advancement, there arises both the opportunity and necessity to constantly develop and improve personnel management strategies. This is driven by the integration of advanced technologies into all aspects of business operations, including human capital management, which increases competition among enterprises. Only those companies that offer the best employment conditions and attract qualified personnel, in line with the development stages of highly advanced countries, can secure a competitive edge. This includes not only a favorable work environment and standard labor conditions but also opportunities for personal growth and career development for every individual employee. All Ukrainian enterprises should aim to move in this direction.

Holistic personnel management is one of the most relevant methods of personnel management today. "Holistic personnel management is viewed as a comprehensive approach to managing human resources in accordance with the strategic goals of the company, closely tied to strategic enterprise management," notes O.M. Kryvoruchko [3]. This is why this particular direction was chosen for the research. International experience is also highly valuable for domestic enterprises, as a global perspective on personnel management is the path to the success of this study. The relevance of this research lies in the need for continuous enterprise development in this area, along with the emergence of new opportunities, methods, and strategies in the field of personnel management.

The issues of workforce development, research into improving personnel management systems considering modern technology development and international experience, have been addressed by scientists such as A. Hryshchenko [12], T. Dubianska, L. Lipych [17], I.O. Korchynskyi, S.-H.T. Chura [30], O.V. Krushelnytska, and D.P. Melnychuk [32], among others.

The aim of this qualification paper is to study theoretical and empirical materials on the application of holistic personnel management, as well as approaches

and methods for building a system to stimulate employee creativity in entrepreneurial and/or innovative activities. The research aims to improve the current system of personnel development management at “Alium Prom” LLC, considering the experience of foreign countries in this field.

Tasks of work. To achieve the aim of the work, the following tasks should be set and solved:

- to define the concept of personnel and personnel management;
- to explore the notion of holistic personnel management;;
- to identify the features and differences in personnel management methods based on international experience;
- to provide a general description of the enterprise “Alium Prom” LLC;
- to analyze the personnel management system at “Alium Prom” LLC;
- to assess the current state of the personnel management system at “Alium Prom” LLC and identify potential improvement factors;
- Develop recommendations for improving the personnel development management system at “Alium Prom” LLC based on the experience of foreign countries in this direction.

The object of the study is the personnel management system at “Alium Prom” LLC.

The subject of the study is theoretical, methodological foundations, and practical approaches to improving the personnel development management system at “Alium Prom” LLC.

Research methods. The theoretical and methodological basis of the research are the fundamental positions of the general economic theory, scientific works of domestic and foreign scientists and experts on managing and organization of the personnel of enterprise while performing foreign economic activity and projections of potential impact of the proposed activity.

In the course of research, the following methods were used: a systematic approach (for studying corporate and business strategy), financial and economic analysis (for studying the state of financial position of the enterprise), valuation (for

making projection of revenue), graphical (for visual presentation of the research results).

Information base of the study: to gather information, the following sources were utilized: internet resources, scientific works of domestic and foreign researchers, enterprise balance sheets for the study period, financial performance reports, price lists for branded products, the company's website, and information about its competitors.

CHAPTER 1. THEORETICAL AND METHODOLOGICAL FOUNDATION OF PERSONNEL MANAGEMENT IN ENTERPRISES

1.1. Theoretical Foundations of Holistic (Systemic) Personnel Management

The personnel of an enterprise is one of its most crucial resources, determining and influencing the success of the enterprise, specifically the effective functioning of all its systems. Therefore, the involvement of existing strategies for implementing systematic human resource management and the development of new strategies that align with the rapid digitalization in all areas of business, as well as the related possibilities and level of awareness of humanity, is a significant and integral aspect that should not be overlooked by any enterprise.

Modern trends, technologies, and the knowledge already acquired lead to rapid changes in human resource management. This presents numerous opportunities for improving existing models of human resource management for companies that have long been in the market, as well as providing new enterprises with the chance to choose the most advanced and beneficial approach in building their human resource management systems.

To examine the theoretical foundations of systematic human resource management, it is important to consider the very concept of "personnel" and its interpretation by different authors. Each author's understanding of this term varies according to their approaches. Table 1.1 presents interpretations of "personnel" by various scholars, the examination of which is necessary to formulate a generalized definition of this concept.

After reviewing and analyzing the provided interpretations, it can be concluded that all authors consider personnel to be an important resource for any enterprise, characterized by specific professional training and skills. The engagement of this resource is directed towards the overall functioning of the enterprise and, more importantly, towards the effective functioning of all necessary processes, as well as

Interpretation of the concept of 'personnel' by scholars

Scientist	Definition
O. Melnychuk	Personnel is the staff of an enterprise, institution, organization, or other entity, as well as a group of employees belonging to the same professional category.
Albert Michael Mekson	Personnel is a group of employees that ensures the execution of organizational functions by efficiently utilizing resources to achieve the company's goals.
O. V. Krushelnytska	Personnel is the main, permanent, and qualified staff, which is shaped and influenced by both internal factors (such as the nature of products, technology, and production organization) and external factors (such as demographic processes, legal and moral norms of society, labor market characteristics, etc.).
Henri Fayol	Personnel is one of the key functions of organizational management.
Michael Armstrong	Personnel is the core element of the management structure, and managing it involves a set of methods and processes aimed at improving employee performance.
Peter Drucker	Personnel is the primary resource of an organization, which must be developed and managed to achieve maximum productivity.
A. H. Goldfarba	Personnel is a group of permanent employees who have received the necessary training and possess practical experience.
I. I. Bazhan	Personnel is the totality of all human resources available to an organization.

achieving the maximum possible productivity. Furthermore, it can be concluded that this definition is not unambiguous, as it reflects the understanding of various scholars

according to their approaches and personal interpretations. Thus, one can notice certain ambiguities, specifically a degree of generalization in the interpretations of this term.

According to French manager Henri Fayol, one of the founders of management theory, for the effective functioning of an enterprise, specifically to achieve the goals set for the enterprise, it is necessary to clearly devise and implement the organization, coordination, and control of personnel. In this regard, personnel management occupies a significant place in organizational management.

Compared to the French scholar, I.I. Bazhan's definition is maximally straightforward and conveys the essence in just a few words. Undoubtedly, this interpretation indicates that personnel is a resource of the enterprise, but the difference, and thus the complexity in managing this resource, lies in the fact that this resource is influenced by human factors. This means the necessity of complexity and adaptability in management methods, whereas other non-living resources of the enterprise do not require additional efforts. Therefore, Peter Drucker, one of the founders of modern management, emphasizes in his works, particularly in the books "Management Tasks in the 21st Century" and "Management: Tasks, Responsibilities, Practices," the importance of human capital for an organization and its effective management.

In summary, one can define personnel as the staff of qualified workers who are employed and characterized by specific knowledge, whose engagement allows the enterprise to achieve all set goals. Its formation and changes depend on internal and external factors. Internal factors may include certain personnel changes within the enterprise (retirement, maternity leave, expansion of the enterprise, etc.), while external factors may involve changes at the macroeconomic level (economic conditions in the country, labor market trends, inflation rates, etc.).

For effective management of this resource, it is essential to clearly understand what personnel management is, its essence, goals, and methods. The interpretation of this concept again depends on the approach of various scholars.

Thus, Henri Fayol defines personnel management as one of the main functions of organizational management, while H. Shchokin understands this term as the process of ensuring cooperation, specifically creating all necessary conditions for all

staff members to enable collaboration to achieve specific goals of the enterprise. This process includes motivating the workforce, training for continuous knowledge updating according to new technologies, strategies, developments, and personal growth of workers, among others. According to the scholar, this activity contributes to the most effective working process, which in turn becomes the most effective way to achieve the goals of the enterprise and the personal goals of each employee.

A more modern understanding of this concept is presented in the work of John Breton and Jeff Gold, who state that personnel management is a systematic approach to managing people in an organization aimed at maximizing their contribution to the goals of the enterprise.

A similar interpretation is expressed in the works of Gary Dessler: personnel management is a process based on the use of strategies and practices for recruiting, assessing, and motivating employees, which is key to achieving the goals set by the enterprise.

Krushchelnyska O.V. and Melnychuk D.P. define personnel management as a specific function of managerial activity, the main object of which is people, namely hired or potential employees who possess specific professional skills and knowledge and thus belong to certain social groups and labor collectives [32].

Novikova M.M. and Mazhnik L.O. define personnel management as an activity aimed at achieving the most effective engagement of hired workers, specifically their work within their professional competencies, which is directed towards achieving the goals of the enterprise and the personal professional goals of employees [39].

Rulyev V.A., Hutkevych S.O., and Mostenska T.L. present another interpretation of this term: "Personnel management is a systematically organized process of reproduction and effective utilization of all personnel in the organization, aimed at achieving the set goal" [45].

From a psychological perspective, Amy Edmondson, an expert in organizational behavior, examines this term in her work. The author is convinced of the necessity of analyzing this term not only in its traditional understanding; instead, she focuses on the concept of creating a corresponding environment of psychological

safety within the enterprise, which, according to her, is an integral element of effective personnel management.

Another interpretation can be found in the works of Tonyuk M.O., who defines: "Personnel management is a purposeful systematic activity aimed at forming the optimal structure of employees necessary for the enterprise's qualifications and quality, developing an effective system for their motivation and control to ensure the enterprise's continuous development" [53].

Researching the essence of this concept indicates the multilayered nature of its interpretation, as each definition is interesting for consideration and reflects a wide range of understanding of this term by the authors. According to all the variations of interpretations, it can be generally noted that personnel management is a process of managerial activity related to the workforce of a given enterprise, aimed at obtaining the greatest possible benefit from the work of hired employees in the form of their effective performance for the benefit of the enterprise by creating all favorable conditions for this.

Since personnel management, as already mentioned, is an important factor influencing the functioning, competitiveness, and efficiency of an enterprise, the necessity and seriousness of selecting a personnel management system for any enterprise is evident. It is essential to understand what it entails.

Personnel management is a very complex and intricate process, the organization, control, and development of which can be realized by constructing a specific system. A personnel management system is an organized collection of certain actions, so to speak, an algorithm based on interrelated elements that occur or are conducted to achieve a single goal. Each of these processes can have functionally different objectives.

At this stage, it is important to recognize that the concepts of "personnel management system" and "systematic personnel management," although similar, are not identical concepts. While a personnel management system represents a model or a set of specific actions, the concept of systematic personnel management emphasizes that personnel management should be a systematic process that thus requires the

construction of its system, representing interrelated approaches that can be applied to achieve the goals of the enterprise.

The conducted research regarding the interpretations of "personnel" and "personnel management" has provided the opportunity to present generalized definitions of these concepts, which are essential for this work, as understanding these terms serves as the foundation for further research.

For the study of holistic personnel management, it is first necessary to clearly understand what is meant. Holistic (from the Greek "holos" - whole) means integral, comprehensive, all-encompassing, and interacting [51]. This refers to a holistic approach in which all elements of the system are considered as a whole. The context of personnel management implies considering all related aspects of activity, namely: social, technological, psychological, etc. This is necessary for creating the appropriate atmosphere and harmony within the workforce.

A holistic approach to personnel management sees individuals not only as labor units but also as personalities with diverse needs, desires, and feelings. A management system built on this foundation is an effective solution for establishing and maintaining a certain stability within the workforce. An important aspect is the vision of this approach as treating the enterprise as one integral system, with all its elements interconnected. Thus, personnel management according to this approach is not only about direct professional development but also about supporting each subordinate in personal development, for example, through motivation, continuous training, workshops, and providing opportunities to deepen their existing knowledge and experience, which in turn will positively reflect on the enterprise itself. After all, highly qualified employees are essential for the enterprise to achieve its long-term goals.

Given that there is currently a rapid development of a high-tech economy and existing knowledge can quickly become outdated or require adjustments and deepening, continuous learning is a necessity for maintaining the professionalism of the human resource of the enterprise.

Directly, human resources determine the atmosphere and level of development of the organization in areas such as maintaining an entrepreneurial, innovative, and

team spirit, which in turn affects the continuity and efficiency of improving all processes within the enterprise. As a result, the enterprise can become more competitive in the long run. Therefore, it is advisable to finance and continuously develop this element of the enterprise system.

For effective personnel management, it is essential to use modern concepts that contribute to the creation of an effective personnel strategy, ensuring the efficiency of the functioning of the socio-economic system. In the context of an innovative economy, there is a need for new approaches to human resource management. The concept of holistic personnel management includes a comprehensive view of the essence, goals, methods, and principles of working with personnel, as well as the development of mechanisms for their effective implementation in the current operating conditions of enterprises.

The holistic approach to management is an innovative and promising direction that is beginning to find its place in modern management theory. The difference from traditional methods lies in the fact that this approach focuses on viewing the organization as a single, integrated system, where all components are closely interconnected, and their successful functioning depends on the interaction of all constituent elements. This approach is especially useful for addressing complex and multifactorial problems that are difficult to solve using traditional management methods.

One of the key features of holistic management is the involvement of all participants in the organizational process in the development and implementation of management decisions. This enhances effectiveness, as different perspectives are considered, allowing for more balanced decision-making. It is also important that the management system is perceived as a unified whole, regardless of its complexity and the differences in its individual parts. This ensures a more flexible approach to management, where the focus is on the end result rather than on individual details.

The holistic approach also emphasizes the importance of feedback. Continuous information exchange between management and employees allows for timely responses to changes, adjustments in management strategy, and quick problem-solving. Reducing the distance between leaders and employees fosters a more open

and transparent organizational culture, where every employee feels like an important participant in the process.

Decentralization is another key feature of holistic management. It involves transferring part of the authority from central management to lower levels of management, allowing for more prompt decision-making and consideration of local characteristics. This increases the organization's adaptability in the face of constant market changes.

Furthermore, the holistic approach places significant importance on considering macro and microenvironment factors. This enables a better understanding of the impact of external and internal factors on the organization, which contributes to the development of more flexible and adaptive management strategies. Thus, the holistic approach not only improves management efficiency but also fosters organizational development in a rapidly changing environment.

The concept of holistic management is based on several key principles that reflect a new approach to management in the context of the modern economy. First and foremost, the enterprise is viewed as a living organism that possesses its own identity, history, experience, and resources. This organism, although separate, remains integrated into the external environment, meaning that its activities depend on interactions with other elements of the market and society.

The primary task of management in the holistic approach is to establish a clear vision for the future. This vision is grounded in the analysis and understanding of the interconnections between various phenomena and processes occurring both within the enterprise and in its external environment. A key component of the enterprise's success and competitiveness is the integration of resources and synergy among all its components.

People who are able to integrate new knowledge and possess a deep understanding of the connections within the economic environment become the main source of additional value for the enterprise. They ensure innovation and adaptation to changes arising in the external environment. In this regard, the management system is built on principles of cooperation, mutual understanding, and open communication

among all participants in the process. Multilateral and synergistic communications facilitate improved teamwork and provide greater flexibility in decision-making.

Holistic human resource management is perceived as a comprehensive approach to managing human resources that aligns with the strategic goals and directions of the company's activities. This means that management decisions are not made in isolation but take into account the overall strategic guidelines of the organization. It is also important that this approach is closely linked to long-term workforce planning, which is an integral part of strategic management within the enterprise.

The decisions that arise in the process of holistic management shape the company's behavioral model in the realm of human resource management. These decisions determine the primary directions in which necessary human resource management strategies will be developed. The concept of holistic management implies that the directions and objectives of management strategies are formulated during the development of the organization's overall strategy. This involves a dynamic and iterative process, where strategies are continuously reviewed and refined in response to changes in the external environment and internal conditions of the company.

Thus, the holistic approach to human resource management not only improves the effectiveness of management processes but also fosters organizational development in the context of constant change, providing adaptability and resilience to the challenges of the modern business environment.

The holistic approach to human resource management encompasses many management concepts and methodologies used to enhance the effectiveness of business processes and achieve strategic goals. Figure 1.1 outlines some of these.

Management by Objectives (MBO), developed by Peter Drucker in 1954, is a concept focused on achieving specific goals by coordinating actions at all levels of the enterprise, ensuring a shared vision and accountability for results.

The dashboard system (Tableau de bord), proposed by J. L. Malot in 1932, is a strategic control tool utilizing key performance indicators (KPIs) to assess the achievement of goals at various levels of the organization.

Total Performance Scorecard, developed by Hubert Rampersad in 2003, integrates the organization's performance indicators with employees' personal goals, providing a systematic approach to evaluating both the effectiveness of the enterprise and its employees.

The Balanced Scorecard (BSC) by Kaplan and Norton (1992) focuses on a balanced assessment of the enterprise's effectiveness from both financial and non-financial aspects, such as internal business processes, innovation, and relationships with customers.

Total Quality Management (TQM) is a comprehensive management approach based on quality that has been implemented since the 1970s. It aims to ensure continuous improvement of the quality of an enterprise's processes and products, with a focus on the participation of all employees.

Performance Management and Competence Management, which gained popularity in the 1990s, are concepts aimed at ensuring the continuous development and improvement of employees' competencies, which directly impact their performance.

The EVA (Economic Value Added) management system, developed by Stewart Stern in the early 1990s, measures economic efficiency based on the creation of added value for the enterprise.

The Company Activity Pyramid by K. McNair, R. Lynch, and K. Cross (1990) provides a multi-level assessment of a company's effectiveness, including both strategic and operational goals.

L. Maisel's Strategic Maps Model (1992) helps visualize and evaluate an enterprise's strategic goals, providing a clear understanding of development directions and the interconnections between different business processes.

The Effective Progress and Performance Measurement System by Roberts and Adams (1993) evaluates the effectiveness and progress of an organization in achieving its goals.

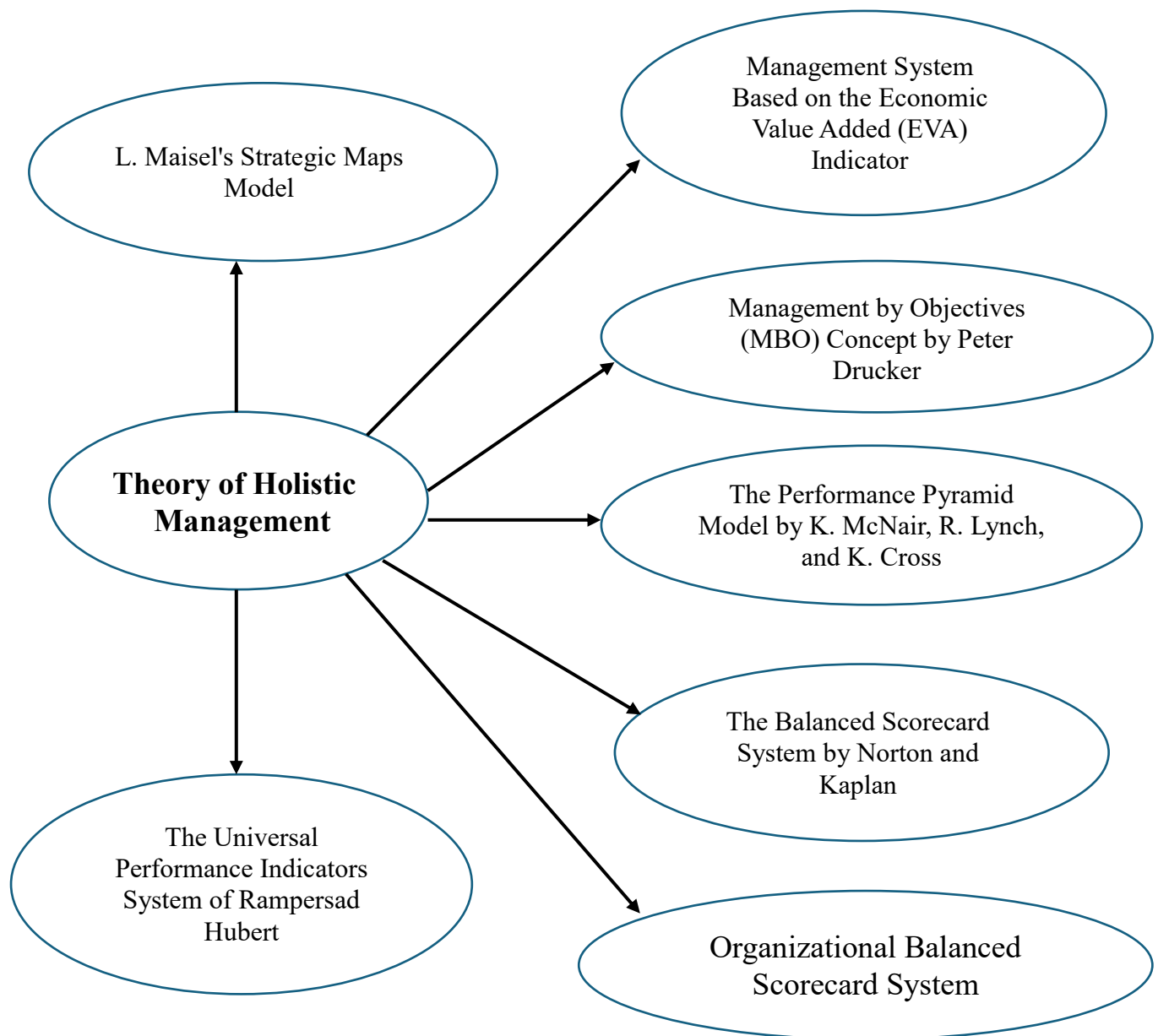


Fig. 1.1. Management concepts included in the theory of holistic management

All these systems and concepts are harmoniously integrated into the holistic approach, providing a comprehensive view of management processes and stimulating the achievement of efficiency at all levels of the organization. Undoubtedly, the development of technologies demands and drives continuous changes in the original, or initial prototype, of these concepts.

Refinement and improvement are the main conditions for the existence of anything in today's environment. These concepts, when considering their years of development, have undergone significant improvement and, as a result, form the

foundation of the modern holistic management system. The work of numerous specialists has involved researching these concepts, finding the most effective management ideas and methods, and ways to improve them in line with the current stage of human resource management system development. The model of holistic human resource management for an enterprise is presented in Fig. 1.2.

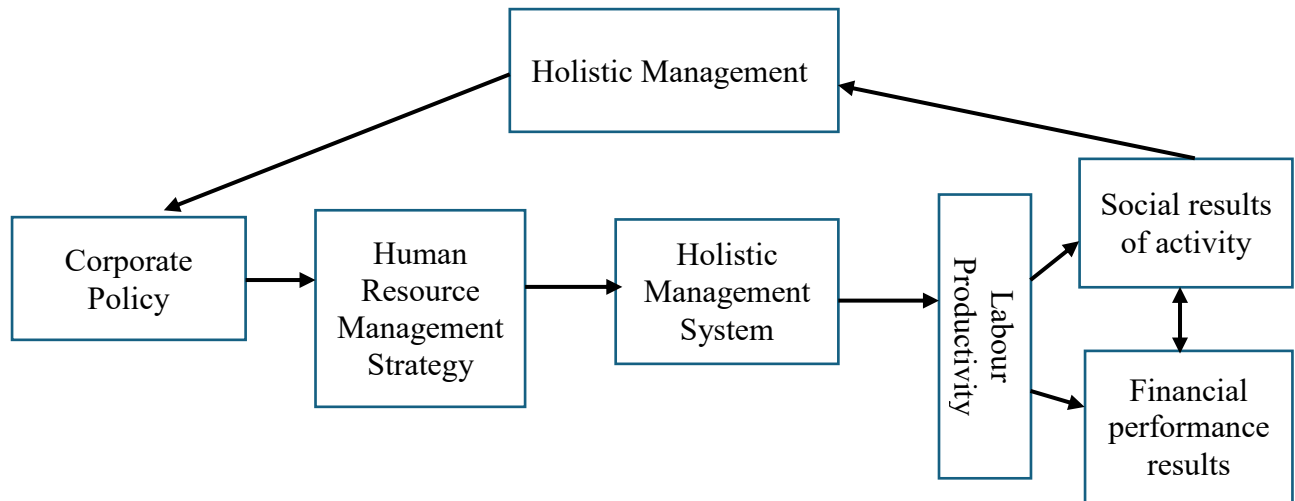


Fig. 1.2. Model of holistic personnel management in an enterprise

In modern business, the concept of holistic management is gaining popularity among companies focused on developing the talents and creative potential of their employees. This trend is driven by a strategic understanding that innovation is the key to market success and ensures sustainable development.

A holistic approach to personnel management involves the implementation of comprehensive innovations in the social sphere of the enterprise, which includes:

- Development and implementation of effective management and leadership methods.
- Improvement of the work environment, motivation systems, and internal communication within the company.
- Active participation of employees and partners in managerial decision-making.
- Use of innovative technologies to enhance staff qualifications and adaptation.

- Raising the standards of social working conditions and improving employee motivation mechanisms.
- Creating conditions that foster creativity among employees.
- Ensuring active interaction between the organization and the external environment.
- Implementation of processes and tools for managing social innovations that positively impact the company's development.

Since an enterprise can be perceived as a holistic system striving to achieve a common goal, the successful completion of tasks depends on the coordinated and effective work of all its employees, like the interacting parts of a single mechanism. The holistic approach to personnel management is one of the most effective, as it integrates daily tasks and expenditures into an overall control system, allowing for the monitoring and adjustment of the company's strategic goals.

The application of the holistic approach in management is a relatively new concept that is just beginning to develop at the theoretical and methodological levels. This approach is applied where traditional management methods are unable to solve complex and multifaceted tasks. Holistic management is distinguished by a number of unique characteristics, with the key one being the integration of all participants in the management process into the development and implementation of decisions. This creates more harmonious and coordinated work processes, where each team member plays an important role in achieving overall goals.

One of the main features of the holistic approach is the absence of the need to divide the system into separate components. The system is viewed as a whole organism, regardless of the complexity or diversity of its elements. This contributes to the development of more effective communication and feedback between different levels of management and employees, reducing the distance between them and fostering better mutual understanding.

Another important aspect of holistic management is decentralization, as it allows more authority to be delegated to different levels of the organization,

increasing flexibility and adaptability to changes in both the external and internal environment. Taking into account the impact of macro and micro factors of the environment enables managers to build strategies that are more adapted to the realities, and also enhances the overall resilience and competitiveness of the enterprise in the market.

The expansion of this concept may include the implementation of new personnel management technologies, such as the automation of work processes, improvement of motivation systems, and the promotion of innovation. The holistic approach also fosters the development of creative thinking among employees, allowing the organization to better respond to the challenges of the modern dynamic market.

The main task of the personnel management system is to create effective motivational mechanisms, provide the company with qualified employees, ensure their productive use, and develop their professional and social competencies. This not only ensures the successful fulfillment of organizational tasks but also promotes the individual development of each employee.

This approach covers a wide range of issues, from the creation of personnel strategies and employee motivation to the implementation of practical solutions that contribute to the successful achievement of these tasks in the context of a specific enterprise. The core idea is the recognition of the growing role of each employee as an individual, understanding their needs and motivations, and the ability to manage these factors to achieve corporate goals.

1.2. Features and Differences of Personnel Management Methods in the Domestic Management System Compared to Global Experience

Over the past few decades, human resource management in developed countries has undergone significant transformations. In today's conditions, a new approach to the workforce is emerging, emphasizing its role as a strategic resource that influences the economy. This reflects the recognition of the importance of the human factor in production processes, where the quality, motivation, and effective utilization of each employee determine business success.

One of the key trends is the increasing demands placed on the workforce by both companies and governments. These demands cover the development of skills as well as the implementation of innovative technologies in the work process. At the same time, there is a growing investment in human capital development. This is especially characteristic of the private sector, which increasingly focuses on creating conditions for continuous learning and retraining of employees. This is necessary to maintain competitive advantages in the face of rapidly changing technologies and the growing demand for highly skilled specialists.

The competitiveness of countries today depends on how successfully they implement the "knowledge economy." Such an economy is based on creating organizational and economic conditions for improving labor potential, ensuring workforce adaptability to market changes. Modern technologies, which transform knowledge into information, enable faster implementation of technological innovations and improvement of production processes.

Innovation and the development of information technologies play a key role in this transformation. They require workers to constantly retrain and acquire new professions. The modern economy demands greater flexibility not only in work methods but also in employment forms. Workers must be prepared to change jobs, and in some cases, even professions, to meet the demands of the labor market.

Special attention is paid to vocational training for the unemployed. The use of innovative training methods, which are already successfully implemented in developed countries, increases workers' adaptability to the demands of the modern labor market. This not only helps to increase their competitiveness but also reduces unemployment, especially among young people and those who have lost their jobs due to technological changes.

Human resource management has become an important tool that ensures not only organizational efficiency but also long-term competitiveness in the market. The successful experience of developed countries demonstrates that continuous investment in human capital and the use of innovative technologies in training and personnel management are key factors for success in the global economy.

Human resource management methods in the domestic system differ from global approaches due to historical, economic, and social factors that have shaped management practices in Ukraine and other post-Soviet countries. The main features and differences are as follows:

1. **Centralized Management.** In domestic practice, centralized management often remains, with decisions made at the upper levels of leadership, while in most developed countries, decentralization and the delegation of authority to various organizational levels are more common. For example, Western companies widely implement employee participation in decision-making processes, promoting innovation and organizational flexibility.
2. **Focus on Administrative Methods.** Domestic companies have historically relied on administrative and regulatory management methods, while global practice places greater emphasis on strategic personnel management. Internationally, competency-based management methods are popular, where employees' skills, behaviors, and personal qualities are evaluated.
3. **Motivation and Incentives.** In Ukraine, material motivation is often used as the main incentive tool, whereas global companies practice a comprehensive motivation system. Global practices include both material and non-material incentives: corporate culture, career development, training and development programs, and creating a favorable work environment that encourages creativity and self-development.
4. **Innovative Management Methods.** Developed countries implement innovative approaches to personnel management, such as flexible work methods (remote work, flexible schedules) and holistic approaches to talent development. In Ukraine, these practices are still developing and are not widely implemented. Meanwhile, global practices favor performance management and Total Quality Management (TQM), which combine quality improvement with employee motivation.
5. **Corporate Culture.** In Ukrainian companies, corporate culture often remains a secondary factor, while global practice places it at the forefront. Supporting

team spirit, open communication, and fostering loyalty are key aspects of successful personnel management in international companies.

6. Personnel Evaluation and Development. Continuous evaluations and feedback, such as 360-degree assessments and regular coaching sessions, are widespread in global practices. Domestic companies often practice annual appraisals, which may not provide timely corrections in employee behavior and skills development.
7. Training and Development. Many global companies actively use continuous learning and professional development programs for employees. In Ukraine, investment in personnel development is often insufficient, and companies are just beginning to implement training and skills improvement systems.
8. Use of Technology. Global practices actively use modern HR technologies, such as Talent Management Systems and big data analytics for performance and engagement analysis. Domestic enterprises are just starting to implement these innovations, which is related to limited resources and insufficient adaptation of new technologies.
9. Legal and Social Differences. Human resource management in global companies is largely regulated by strict labor laws and union norms, while in Ukraine, legal mechanisms are not always as stringent. Global practice also places greater emphasis on gender equality, inclusion, and diversity in the workforce, which is a priority for many international companies.

Thus, human resource management methods in the domestic system have their peculiarities but are gradually adopting positive global experience. The implementation of new management approaches will enable Ukrainian enterprises to enhance their competitiveness in the global market.

The specific features of personnel management methods in Ukraine and the global experience reveal significant differences due to socio-economic, cultural, and legal factors. Compared to international practices, Ukrainian enterprises are gradually adapting to modern management models, particularly those from the United States, Europe, and Japan. A comparison of these models with the Ukrainian one in various aspects is shown in Table 1.2.

The table presented in the analysis clearly demonstrates that different human resource management models have their own strengths and weaknesses. These characteristics are influenced not only by cultural traditions but also by the economic conditions in which enterprises operate.

For example, the Japanese management model emphasizes creating harmony within the team and highlights the importance of teamwork, where collective achievements hold more value than individual ones. It is based on principles of collectivism and long-term relationships between employees and employers, which helps maintain loyalty and improve productivity.

Table 1.2

Characteristics of Human Resource Management Models in Enterprises

Indicator	Japanese Model	American Model	Ukraine
1	2	3	4
Concept of Personnel Policy Management	The primary focus is on the team, the workforce as a unified organism of the enterprise, based on the integration of the human factor into the management structure	The main object of management is the employee, who is evaluated as an individual with specific skills and abilities, with a focus on executive functions	Management of labor teams is focused on the professional and qualification characteristics of employees, emphasizing their productivity
Direction of Personnel Policy Management	Orientation towards improving relationships within the team from bottom to top to enhance the social aspects of labor	The primary goal is the maximization of profit through the optimal use of labor resources, with a top-down approach	The focus is on the effective use of labor resources and the creation of a cohesive management system
Nature of Managerial Decision-Making	Decisions are made based on consensus, with the involvement of all employees. The decision-making process plays an important role	Individual decision-making considering the number of key individuals involved in the process	Decisions are made based on an individual approach with an emphasis on leaders who are actively involved in the preparation process
Features of Personnel Policy Management	The leader acts as a social partner, avoiding confrontation. The role of harmony and interaction is crucial. Training universal leaders	The leader is a strict manager focused on results. Training of narrow-profile specialists, interpersonal confrontation is part of the system	The leader performs managerial functions with a strong emphasis on competitiveness and personal decisions. Training of narrow-profile specialists

Continuation of table 1.2

1	2	3	4
Organizational Culture	Collective responsibility and a unified organizational philosophy that supports team spirit and effectiveness	Individual responsibility with a limited organizational culture, freedom of action within the company	Individual responsibility and the overall organizational culture are key aspects.
Performance evaluation	Achievements of the entire team are evaluated as a whole	Evaluation is based on the individual achievements of each employee	The results of collective work are evaluated
Career growth	The approach to careers is based on lifelong employment, with slow but steady career growth that takes into account age and work experience	Short-term contracts with the possibility of rapid career growth, focused on personal accomplishments	A combination of long-term and short-term employment forms, with career progression depending on both individual and group results
Skills improvement	Employees undergo training without interrupting the production process, and intensive training is considered an important investment	Training is conducted separately, through specialized programs, with an emphasis on narrow-field specialists	Training is provided without interrupting production, with the opportunity for further skill enhancement
Delegation of authority	Team tasks are defined by management and relevant departments	Management and departments have limited authority	Authority is defined by individual groups based on specific tasks
Compensation	Compensation is based on collective results, with a low level of salary disparity	Compensation depends on individual performance	Compensation is determined by the results of group work
Motivational mechanism	The foundation of motivation is mental values	Motivation is based on material incentives	Various motivational approaches are used, depending on management's decisions

For example, the Japanese management model emphasizes creating harmony within the team and highlights the importance of teamwork, where collective achievements hold more value than individual ones. It is based on principles of

collectivism and long-term relationships between employees and employers, which helps maintain loyalty and improve productivity.

On the other hand, the American model focuses on individual achievements and competition among employees. It encourages personal responsibility and initiative, which can lead to faster career advancement for those who perform best. However, this approach can also create tension within the team and lower overall morale if competition goes beyond healthy limits.

The Ukrainian model, in turn, aims to strike a balance between these two approaches. It seeks to adapt elements from both models, allowing for individual achievements to be recognized but in the context of the organization's collective goals. This balance becomes particularly important in the face of economic challenges, where enterprises must find ways to increase efficiency while maintaining the loyalty and motivation of their employees.

The evolution of management practices in these models is a direct response to globalization and the rapid changes in the technological environment. Modern companies are forced to adapt to new conditions, utilizing innovative approaches to human resource management in order to remain competitive on the global stage. For example, the implementation of digital technologies in HR management allows companies to effectively monitor employee performance and support their professional development. Thus, the analysis of HR management models shows that a successful management strategy requires a comprehensive approach that considers both individual and collective interests of employees. This, in turn, is key to sustainable growth and success for enterprises in the modern world.

1.3. Approaches and Methods for Building a System to Stimulate Employee Creativity in Entrepreneurial and/or Innovative Activities

The experience of developed countries demonstrates that sustainable economic development largely depends on innovations implemented at various levels of economic activity. In particular, innovations at the micro level—at the enterprise level—play a decisive role in creating competitive advantages. In today's global

competition and rapid technological changes, companies that fail to integrate innovative processes into their operations risk losing their competitiveness.

One of the key components of innovative development is human capital. According to studies in the fields of management and economics, employees are the carriers of the knowledge and competencies needed to develop and implement new technologies, products, and services. Specifically, the creative potential of employees becomes the main resource for generating innovations, and managing this potential becomes one of the main tasks of enterprises. Innovations are not limited to technological advancements—they can also encompass new organizational forms, marketing strategies, and process improvements. Introducing innovative approaches to personnel management also allows companies to increase efficiency and productivity by engaging employees in decision-making processes. Crucially, creating a favorable environment for the creative development of staff, including support for creative initiatives and rewarding innovative proposals, is a key factor for successful innovation development.

Innovation leaders like Google and Apple widely utilize the creative potential of their employees by offering flexible work schedules, open spaces for interaction, and participation in interdisciplinary projects. This approach helps stimulate new ideas and innovations within the organization.

Thus, for successful operation in a fast-paced market, company leaders must understand the importance of investing in the development of their employees' creative potential. This includes not only material but also non-material motivation, creating an environment for developing creative abilities, and continuous learning, which allows companies to remain market leaders.

Some approaches and methods for building a system to stimulate employee creativity in entrepreneurial and innovative activities include:

- Creating a culture of innovation. It is important to establish a work environment that emphasizes innovation. This includes setting a clear vision and goals related to innovation activities, as well as ensuring employees understand their role in achieving these goals. Companies should encourage risk-taking and view failures as learning opportunities.

- Providing resources and support. Organizations should equip employees with the necessary tools to foster creativity. This could include access to training programs, idea-generation technologies, and emotional support from management. Creating such an environment will make employees feel more comfortable developing innovative ideas.
- Encouraging collaboration and diversity. Bringing together employees with different experiences and backgrounds enhances creativity. Teamwork allows the sharing of knowledge and perspectives, leading to more innovative solutions. To achieve this, companies can create cross-functional teams and organize team-building activities.
- Challenging and stimulating employees. To foster creativity, organizations should set tasks that require employees to step outside their comfort zones. Encouraging brainstorming and experimentation can stimulate innovative thinking.
- Recognition and reward systems. Recognizing and rewarding innovative contributions can motivate employees to participate actively in creative processes. This recognition can take the form of bonuses, promotions, or public acknowledgment, which fosters a sense of belonging and boosts productivity.

These strategies can significantly enhance an organization's ability to innovate and maintain competitiveness in a rapidly changing market.

Creative employees are an essential resource for modern enterprises, providing competitive advantages through innovative problem-solving approaches. These are not just workers performing their duties but individuals capable of generating new ideas, open to innovation, and flexible in decision-making. They can think outside the box, tolerate uncertainty, and have the freedom to choose the direction of their activities. Such employees play a key role in achieving strategic goals and driving the development of enterprises.

The concept of "creativity" is linked to psychological traits that allow individuals to develop new approaches to task performance. Creativity requires not only special attention from management but also a specific environment for its development. Various studies show that creative potential thrives in conditions where

individuals have freedom of choice, support for innovation, and adequate incentives. In today's world, where technologies change rapidly, such flexibility and creativity are vital for survival and success in the marketplace.

The process of generating creative ideas follows a certain sequence: it begins with the emergence of an unconventional situation requiring a new approach to its resolution. This is followed by problem exploration, information gathering, and defining the criteria that a creative idea must meet. Next, ideas are developed and evaluated for realism and feasibility. In subsequent stages, the idea is planned, implemented, monitored, and the results are analyzed.

The importance of the environment in fostering creativity is confirmed by research, particularly the works of Paul Torrance, who argued that creativity is not innate but formed under the influence of external factors. Organizational culture, especially its readiness to embrace new ideas, significantly affects the development of creative abilities. John Weesburd, in turn, identified key traits characteristic of creative individuals: flexibility of thought, the ability to generate numerous ideas, tolerance for ambiguity, a systemic vision, reflectiveness, resilience, and more.

In addition to these characteristics, creative employees are able to work systematically, pay attention to the details of tasks, and possess high professional competence. Innovative activity, independence in creative search, and the ability to experiment are key qualities that not only solve current problems but also proactively anticipate and respond to future challenges.

Thus, creative personnel are not only the key to solving present problems but also the foundation for the long-term development of companies. To effectively manage such personnel, it is necessary to create an environment that stimulates creative activity, ensures continuous learning, and expands opportunities for professional growth.

CHAPTER 2. ANALYSIS OF PERSONNEL MANAGEMENT STRATEGIES OF LLC “ALIUM PROM”

2.1. General Characteristics of the Company LLC “Alium Prom”

Personnel is the foundation upon which the successful functioning of a company depends. Therefore, it is essential to carefully and diligently select employees for various positions. It is important to remember that not only the experience and high qualifications of a candidate matter, but also their personal qualities, such as responsibility, discipline, punctuality, communication skills, and so on.

To attract highly qualified employees, a company must thoroughly research the personnel management strategies of competitors in both domestic and foreign markets. This research should encompass best practices, innovative approaches, and strategies tailored to the industry. Based on this analysis, the company can develop its own personnel management strategy that aligns with its mission and vision while addressing the needs and interests of its workforce. Such a strategy should not only focus on retaining current employees but also serve as an engaging function, motivating staff to perform at their best while fostering loyalty and long-term commitment to the company.

The object of this study is the limited liability company "Alium Prom." This company is a representative of the fuel industry in Ukraine, initially focusing its activities in Kyiv and the Kyiv region. Over time, LLC "Alium Prom" has expanded its reach, adapting to the challenges of a dynamic market environment while maintaining a commitment to quality and innovation.

Founded in 2017, LLC "Alium Prom" has established itself as a prominent player in the production of oil refining products. The company specializes in delivering high-quality petroleum products that meet industry standards and customer expectations. Over the years, the company has built a strong reputation for reliability, efficiency, and innovation, which has enabled it to secure a leading position in the competitive Ukrainian market.

The main areas of activity of LLC "Alium Prom" are outlined in Table 2.1 and include the sourcing, production, and distribution of oil refining products. This strategic focus ensures that the company can meet market demand while optimizing operational efficiency and cost-effectiveness. Its commitment to excellence in these areas has been instrumental in its sustained growth and competitive advantage.

Table 2.1

Information about LLC "Alium Prom" [23, 52]

Full name	Limited Liability Company "Alium Prom"
Short name	LLC "Alium Prom"
Form of ownership	Приватна
Organizational and legal form	Limited Liability Company
Date of registration	13.04.2017
EDRPOU (Unified State Register of Enterprises and Organizations of Ukraine)	41282429
Main business activity	19.20 Production of petroleum products
Additional business activities	20.14 Production of other basic organic chemicals 20.59 Production of other chemical products 46.19 Activities of intermediaries in the trade of a wide range of goods 46.71 Wholesale trade of solid, liquid, and gaseous fuels and similar products 46.90 Non-specialized wholesale trade 49.41 Freight road transport 52.10 Warehousing 68.20 Rental and operation of own or leased real estate 70.22 Consulting on commercial activities and management 73.20 Market research and public opinion polling 82.99 Providing other auxiliary commercial services
Manager	Director: Ostrovskiy Mykola Mykhailovych
Location (legal address)	08141, Ukraine, Bucha District, Kyiv Region, Svyatopetrivske Village, Bilhorodska Street, Building 40
Phone / fax	+380 (97) 644-67-13

As a leading company in the oil refining sector, LLC "Alium Prom" not only produces high-quality products but also plays a significant role in setting industry benchmarks. The company continuously invests in modern technologies, ensuring

compliance with environmental standards and enhancing the sustainability of its operations.



Figure 2.1 – Characteristics of the functions of LLC “Alium Prom”

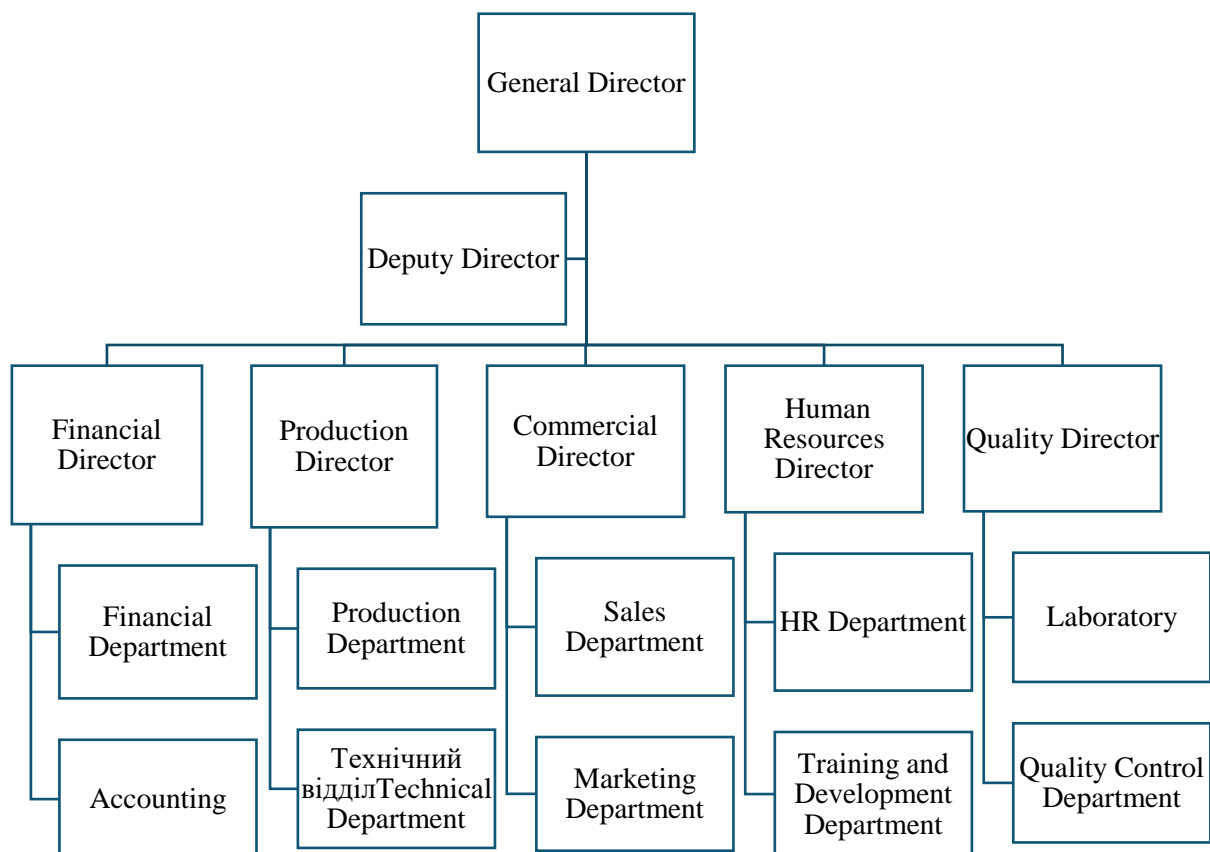
Source: created by the author based on the company's data.

The next step in understanding the operational framework of LLC "Alium Prom" is to identify its core functions. These functions are integral to the company's success and are presented in more detail in Figure 2.1. They encompass the full

spectrum of activities, from procurement to production and distribution, ensuring a seamless supply chain that adds value at every stage.

As illustrated in Figure 2.1, the primary task of the management at LLC "Alium Prom" is to source and deliver raw materials for processing at the most advantageous prices. This task is critical for maintaining the company's profitability and competitive edge. The management team employs a strategic approach to procurement, leveraging market insights, supplier relationships, and cost optimization techniques to secure the best deals. This not only reduces operational costs but also enhances the company's ability to adapt to market fluctuations.

Figure 2.2 - Structural Management Diagram of LLC "Alium Prom"



Source: Created by the author based on company data

In addition to procurement, LLC "Alium Prom" places a strong emphasis on maintaining high standards in production and distribution. The company's production facilities are equipped with state-of-the-art technology that ensures efficiency and consistency in output. Furthermore, its distribution network is designed to deliver products to customers promptly, strengthening customer trust and satisfaction.

LLC “Alium Prom” has a complex organizational structure that corresponds to the scale and specifics of the company's activities. Let's take a look at the structural management scheme of the enterprise (Figure 2.2).

Table 2.2

Characteristics of the Structural Divisions of LLC “Alium Prom”

Department Name	Functional Areas of Activity	Goals	Tasks to Be Solved	Number of Employees
Financial Department	Financial Planning and Analysis	Ensuring Financial Stability	Budgeting, financial analysis, cash flow management	5
Production Department	Organization of the Production Process	Ensuring Efficient Production	Production planning, quality control, process optimization	51
Sales Department	Product Sales	Maximizing Sales Volume	Client acquisition, contract negotiations, market analysis	5
Marketing Department	Product and Brand Promotion	Increasing Brand Recognition	Developing marketing strategies, conducting advertising campaigns	2
HR Department	Human Resource Management	Providing the Company with Qualified Personnel	Recruitment, personnel records management, corporate culture development	2
Quality Control Department	Ensuring Product Quality	Ensuring Product Compliance with Quality Standards	Conducting laboratory research, monitoring the production process	3

Source: Created by the author based on company data

The management structure of LLC "Alium Prom" can be defined as a linear-functional model, which combines the advantages of both linear and functional systems. This type of structure ensures a clear hierarchy, streamlined communication, and the efficient distribution of responsibilities across the organization. At the same time, it allows for the specialization of tasks within functional divisions, which enhances the expertise and efficiency of decision-making processes.

To better understand the internal organization of LLC "Alium Prom," it is essential to analyze the characteristics of its structural divisions. These are outlined in Table 2.2, which provides detailed information on the functions and responsibilities assigned to each division. This table highlights the company’s focus on creating a well-balanced and structured operational environment.

The organizational structure is designed to support the company's core activities, including procurement, production, sales, logistics, and customer support. Each department is led by experienced professionals with a strong understanding of their respective areas. This enables LLC “Alium Prom” to maintain operational coherence and foster collaboration among divisions while avoiding duplication of efforts or overlaps in authority. After analyzing the organizational structure of the enterprise, it can be called optimal, as LLC “Alium Prom” functions normally and is developing well.

To evaluate the financial and economic indicators of the company's activities, indicators were chosen whose changes affect the overall results of the company (Appendix A). It is proposed to assess the indicators for the period from 2021 to 2023, which will show the overall growth dynamics of the company and determine its financial condition.

The financial and economic indicators of the development of LLC 'Alium Prom' for the period 2021-2023 are presented in Table 2.3.

Table 2.3

**Key Financial and Economic Performance Indicators of LLC “Alium Prom”
for 2021-2023**

Indicators	Retrospective period, years			Deviation (+;-) (2023/2021 years)	
	2021	2022	2023	абсол.	відносне,%
1	2	3	4	5	6
Net revenue from the sale of products (goods, works, services), thousand UAH	2041127	3094354	4870789	2829662,00	238,63
Cost of goods sold, thousand UAH	1997608	2781191	4 458 893	2461285,00	223,21
Gross profit (loss), thousand UAH	43519	313163	411896	368377,00	946,47
Financial result before taxation, thousand UAH	9724	-30391	37 204	27480,00	382,60
Net financial result, thousand UAH	7974	-32390	30409	22435,00	381,35
Average annual value of assets, thousand UAH	3391889	4278122	4758537	1366648,00	140,29
Average annual value of fixed assets, thousand UAH	266	176	189	-77,00	71,05

1	2	3	4	5	6
Return on fixed assets, UAH	7673,41	17581,56	25771,37	18097,96	335,85
Average number of employees, persons	90	68	68	-22,00	75,56
Average annual labor productivity per employee, thousand UAH/person	22679,19	45505,21	71629,25	48950,06	315,84
Payroll, thousand UAH	1021860	996676	1214820	192960,00	118,88
Average monthly salary per employee, UAH	11354	14657	17865	6511,00	157,35
Material costs, UAH	193,2	684	613	419,80	317,29
Material output, UAH	0,0001	0,0002	0,0001	0,00	132,96

Source: Appendix A

Based on the analysis of the financial and economic indicators of LLC 'Alium Prom', the following conclusions can be made: Net income from product sales in 2023 increased by 238% compared to 2021. Despite the military actions in the Kyiv region, the company achieved a growth in net income in 2022 of UAH 1,776,435 thousand compared to the indicators of 2021.

As for the cost of goods sold, there is an increase in this indicator this year, due to an increase in the volume of product sales by 223.21% compared to 2021, which is lower than the revenue growth during this period. The gross profit of the enterprise in 2023 increased ninefold compared to the indicator of 2021.

At the studied enterprise, we observe an increase in net profit of 381.35% in 2023 compared to 2021. This trend is characterized as positive since revenues exceed the expenses incurred by the enterprise from its economic activities. Considering that in 2022 LLC 'Alium Prom' incurred a loss of UAH 32,390 thousand, the profit in 2023 is a sign of effective management and the collaborative efforts of all employees. The company suffered losses in 2022 due to rising prices for oil refining products, which were caused by the overall increase in oil prices due to sanctions against Russia.

In 2022, there was a decrease in the number of employees by 22 compared to 2021, which is related to the departure of employees abroad due to military actions in early March 2022. A positive aspect is the increase in average monthly wages in 2023

compared to 2021, which indicates the management's desire to develop their activities and motivate employees.

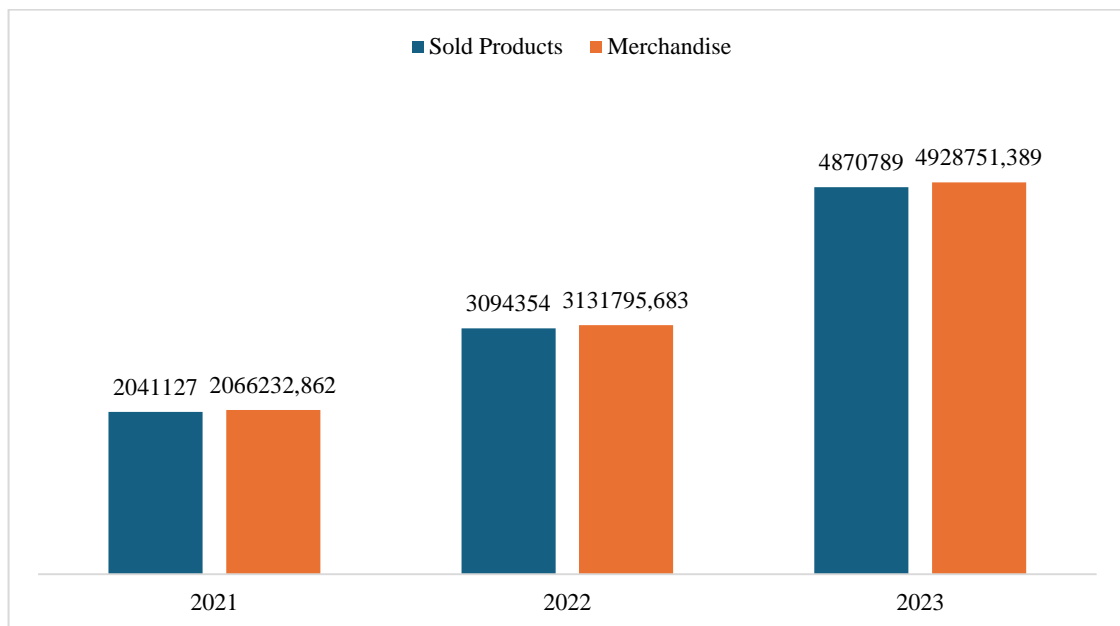


Figure 2.3 - The Dynamics of the Ratio of Manufactured and Sold Products of LLC “Alium Prom”

Source: Appendix A

Next, it is proposed to determine the production efficiency of LLC “Alium Prom” based on the analysis of the ratio between produced and sold products, the dynamics of which are detailed in Figure 2.3.

Analyzing the data in Figure 2.3, we see that the company is not selling all of its produced goods, which may indicate delays in manufacturing and overdue deliveries, as well as an increase in inventory, suggesting inefficient production. The positive aspect is that the quantity of goods produced decreases each year, indicating improvements in production.

The reduction in inventory levels indicates organized production processes with the sales department and consistent communication between them, as it is unwise to produce goods that will remain in stock and not generate revenue for the enterprise.

Thus, after analyzing the activities of LLC “Alium Prom”, it should be noted that the company’s management is implementing effective management policies, as despite the military actions and overall crisis in Ukraine in 2023, the company

achieved profitability and improved its performance compared to 2021. A positive sign is that, with a smaller number of employees in 2023, the revenue and income of LLC “Alium Prom” were greater than in 2021, which also indicates increased employee productivity and effectiveness.

2.2. Analysis of the Financial Activity and Competitiveness of the Company LLC “Alium Prom”

Before conducting the analysis of the financial condition of LLC 'Alium Prom,' we propose to examine the dynamics of the company's assets and liabilities, which directly affect the final financial results (Table 2.4).

Table 2.4

Analytical Table of the Dynamics of the Composition and Structure of Assets of LLC “Alium Prom”

Asset item	As of the end of the year, thousand UAH			Percentage share, %		
	2021	2022	2023	2021	2022	2023
1	2	3	4	5	6	7
1. Non-current assets	266	188	512	0,01	0,00	0,01
1.1. Intangible assets	0	12	9	0,00	0,00	0,00
1.2. Property, plant, and equipment	266	176	189	0,01	0,00	0,00
1.3. Unfinished capital investments	0	0	314	0,00	0,00	0,01
1.4. Long-term biological assets	0,00	0,00	0,00	0,00	0,00	0,00
2. Current assets	3391623	4277934	4758025	99,99	100,00	99,99
2.1. Inventories	1295926	150305	1168975	38,21	3,51	24,57
2.2. Accounts receivable	1780673	2789712	3340181	52,50	65,21	70,19
2.4. Cash and cash equivalents	380	9	1206	0,01	0,00	0,03
2.5. Other current assets	314616	319156	266234	9,28	7,46	5,59
Total assets	3391889	4278122	4758537	100,00	100	100

Source: Appendix A

Analyzing the data on assets, we see that the largest share consists of current assets—99%—indicating that the company has no non-current assets, which is due to the specifics of its activities. A positive aspect is the growth in accounts receivable and cash and cash equivalents in 2023, which indicates an increase in the company's activity and positively affects the profit, which, as analyzed, has grown in 2023.

Regarding the largest share in the asset structure, it belongs to accounts receivable, averaging 62.63% over the period 2021-2023, which indicates an increase in sales volumes. A positive trend is the decrease in the share of inventory from 38.21% in 2021 to 24.57% in 2023, meaning that the assets of the agricultural firm are turning over quickly and are not stagnating in warehouses.

Next, we will analyze the company's liabilities (Table 2.5).

Table 2.5

Analytical Table of the Dynamics of the Composition and Structure of
Funding Sources of LLC “Alium Prom”

Asset item	As of the end of the year, thousand UA			Percentage share, %		
	2021	2022	2023	2021	2022	2023
1. Equity	37170	4780	35189	1,10	0,11	0,74
1.1. Registered Capital	500	500	500	0,01	0,01	0,01
1.4. Retained Earnings (Accumulated Losses)	36545	4155	34564	1,08	0,10	0,73
3. Current Liabilities and Provisions	3354719	4273342	4723348	98,90	99,89	99,26
3.1. Short-term Bank Loans	0,0	0,0	0,0	0,00	0,00	0,00
3.2. Current Accounts Payable	1904457,0	2836786,0	2510944,0	56,15	66,31	52,77
3.3. Other Current Liabilities	1449804,0	1436559,0	2212404,0	42,74	33,58	46,49
Total Sources	3391889,0	4278122,0	4758537,0	100,00	100,00	100,00

Source: Appendix A

In terms of analyzing the structure of liabilities, we see a strong dependence of LLC “Alium Prom” on its creditors, as the share of current liabilities in the structure of liabilities averages 99%.

This is due to the company's specifics, as it processes raw materials purchased from suppliers, which leads to such a high increase in accounts payable. Management is advised to reduce dependence on creditors by increasing its own capital.

Table 2.6 presents an analysis of LLC “Alium Prom” based on liquidity indicators, we see that they are within normal limits, indicating that LLC “Alium Prom” has sufficient free funds to settle with its suppliers on time. A negative aspect is that the company’s own funds decreased in 2023 compared to 2021, indicating a dependency on suppliers.

Table 2.6

Dynamics of Liquidity Indicators of LLC “Alium Prom”

Indicators	As of the end of the year			Absolute deviation (2023/2021 years)
	2021	2022	2023	
Volume of Own Working Capital, thousand UAH	37170,000	4780,000	35189,000	-1981,000
Current Ratio	1,011	1,001	1,007	-0,004
Quick Ratio	0,625	0,966	0,760	0,135
Coverage Ratio	1,011	1,001	1,007	-0,004
Own Working Capital Sufficiency Ratio	0,029	0,032	0,030	0,001
Inventory Coverage by Own Working Capital Ratio	0,029	0,032	0,030	0,001
Own Working Capital Mobility Ratio	1	1,0	1	0,00

Source: Appendix A

Next, in Table 2.7, we will calculate the financial stability indicators, which demonstrate the company's ability to settle its obligations to creditors in a timely manner and serve as an indicator of the company’s successful development.

The inventory turnover ratio in 2023 shows an increase of 2.59, indicating effective use of products and minimizing inventory levels in the warehouse overall, and the turnover period for inventory has decreased by 142 days, which is a positive trend.

Analyzing the indicators in Table 2.7, we can draw the following conclusions: over the three years, the financial independence ratio (autonomy) decreased by 0.004, which may indicate a certain deterioration in the company's financial independence. Conversely, the financial dependency ratio increased by 0.004, indicating an increased level of financial dependency on external sources of funding. The company also exhibits a high level of concentration of borrowed capital, showing dependence on creditors.

Table 2.7

Dynamics of Financial Stability Indicators of LLC "Alium Prom"

Indicators	As of the end of the year			Absolute deviation (2023/2021 years)
	2021	2022	2023	
Financial Autonomy Ratio	0,011	0,001	0,007	-0,004
Borrowed Capital Concentration Ratio	91,253	895,005	135,228	43,97
Financial Dependency Ratio	0,989	0,999	0,993	0,004
Financial Risk Ratio	90,253	894,005	134,228	43,97
Debt-to-Equity Ratio	0,011	0,001	0,007	0,00
Current-to-Noncurrent Asset Ratio	12750,462	24306,443	25174,735	12424,27
Own Capital Mobility Ratio	1,000	1,000	1,000	0,00

Source: Appendix A

For management, we can recommend taking a series of actions to increase personal funds through internal and external financing, as well as reducing budget expenditures.

Regarding the activity ratios in Table 2.8, I will analyze how effectively the enterprise is able to utilize its equity capital.

Thus, based on this analysis, it is evident that the accounts payable turnover ratio in 2023 shows an increase of 0.42 compared to 2021, indicating a slowdown in the pace of debt repayment and an increase in borrowing growth. The average payment period for accounts payable in 2023 is 349 days, having decreased by 243 days compared to 2021, indicating an improvement in financial indicators that allow for quicker debt repayment.

The turnover of current assets in 2023 is 1.02, having increased by 0.42 compared to 2021, indicating effective utilization of current resources. The turnover of equity in 2023 is 138.44, with a growth ratio of 83.50, which indicates improved management of equity capital.

Table 2.8

Indicators of Business Activity of LLC “Alium Prom”

Indicators	As of the end of the year			Absolute deviation (2023/2021 years)
	2021	2022	2023	
Asset Turnover Ratio	0,60	0,72	1,02	0,42
Non-current Asset Turnover Ratio	7673,41	16459,33	9513,26	1839,85
Current Asset Turnover Ratio	0,60	0,72	1,02	0,42
Inventory Turnover Ratio	1,58	20,59	4,17	2,59
Receivables Turnover Ratio	1,15	1,11	1,46	0,31
Equity Turnover Ratio	54,91	647,35	138,42	83,50
Payables Turnover Ratio	0,61	0,72	1,03	0,42
Asset Turnover Duration (days)	598,24	497,72	351,70	-246,53
Non-current Asset Turnover Duration (days)	0,05	0,02	0,04	-0,01
Current Asset Turnover Duration (days)	598,19123	497,6988	351,666	-246,53
Inventory Turnover Duration (days)	228,56655	17,48662	86,3989	-142,17
Receivables Turnover Duration (days)	314,06291	324,5577	246,873	-67,19
Equity Turnover Duration (days)	6,55579	0,55611	2,60082	-3,95
Payables Turnover Duration (days)	591,60158	497,1649	349,103	-242,50

Source: Appendix A

Table 2.9 presents the profitability indicators of LLC 'Alium Prom.' Analyzing the company's profitability indicators, it is evident that the return on assets in 2023 is 42.89%, which decreased by 17.28% compared to 2021, indicating a decline in the company's profitability regarding its total assets. The return on equity in 2023 is 86.42%, which is higher than the 2021 figures by 64.96%, meaning that the company effectively utilizes its own capital.

The net profit margin from sales in 2023 is 0.62%, which is higher by 0.234% compared to the 2021 figure. This indicates that the company's operations from its main activity are profitable. The profitability of production in the company in 2023 also increased by 0.283% compared to 2021.

Table 2.9

Profitability Indicators of LLC “Alium Prom”

Indicators	As of the end of the year			Absolute deviation (2023/2021 years)
	2021	2022	2023	
Return on assets, %	60,18	47,71	42,89	-17,283
Return on total capital, %	0,24	-0,76	0,64	0,404
Return on equity, %	21,45	-677,62	86,42	64,963
Gross profitability of sales, %	0,39	-1,05	0,62	0,234
Gross return on sales, %	2,13	10,12	8,46	6,324
Net profitability of sales, %	0,39	-1,05	0,62	0,234
Profitability of production, %	0,40	-1,16	0,68	0,283

Source: Appendix A

Thus, having analyzed LLC 'Alium Prom,' we can state that the enterprise is operating at full capacity, as evidenced by the increase in revenues and profitability of the company.

Before conducting an analysis of the competitiveness of LLC 'Alium Prom,' it is proposed to analyze the state of the market in which it operates and examine the number of companies involved in the production of petroleum products.

Figure 2.4 presents the dynamics of the number of companies producing petroleum products in Ukraine that are represented in the market.

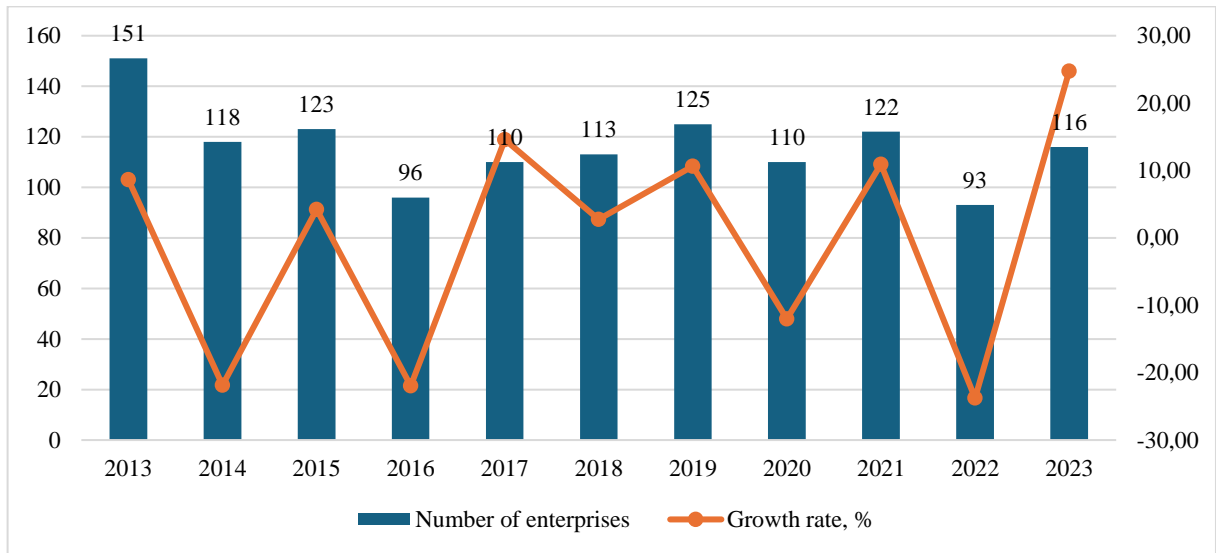


Figure 2.4 – Dynamics of the number of oil refining product manufacturing companies in Ukraine for the period 2013-2023, units [18]

Analyzing the number of companies in the market, we see that in 2022, due to the war in Ukraine, the number decreased by 23.77% compared to 2021. In 2023, the situation stabilized, and the number of companies increased by 24.73%.

Next, in Figure 2.5, I will analyze revenues from the sale of petroleum products. Thus, examining the dynamics of revenue in 2022, it is evident that with the decrease in the number of companies, their revenue fell by 77.81% compared to 2021, which is a negative indicator for the growth of the industry. As for 2023, revenue decreased despite the increase in the number of companies producing petroleum products.

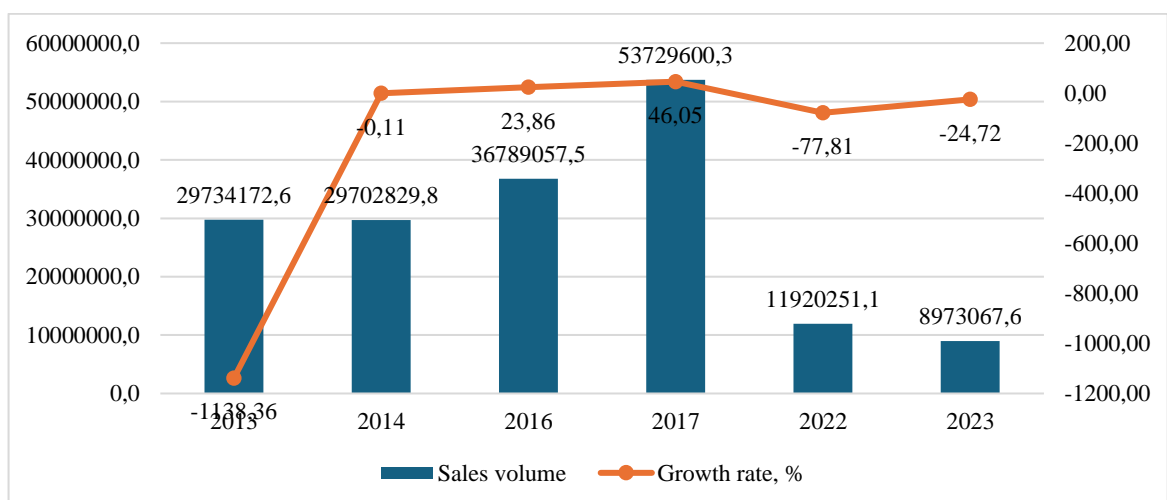


Figure 2.5 – Dynamics of revenue from sales of oil refining product manufacturing companies in Ukraine for the period 2013-2023, thousand [18]

Figure 2.6 shows the dynamics of the number of employees working in oil refining product manufacturing companies.

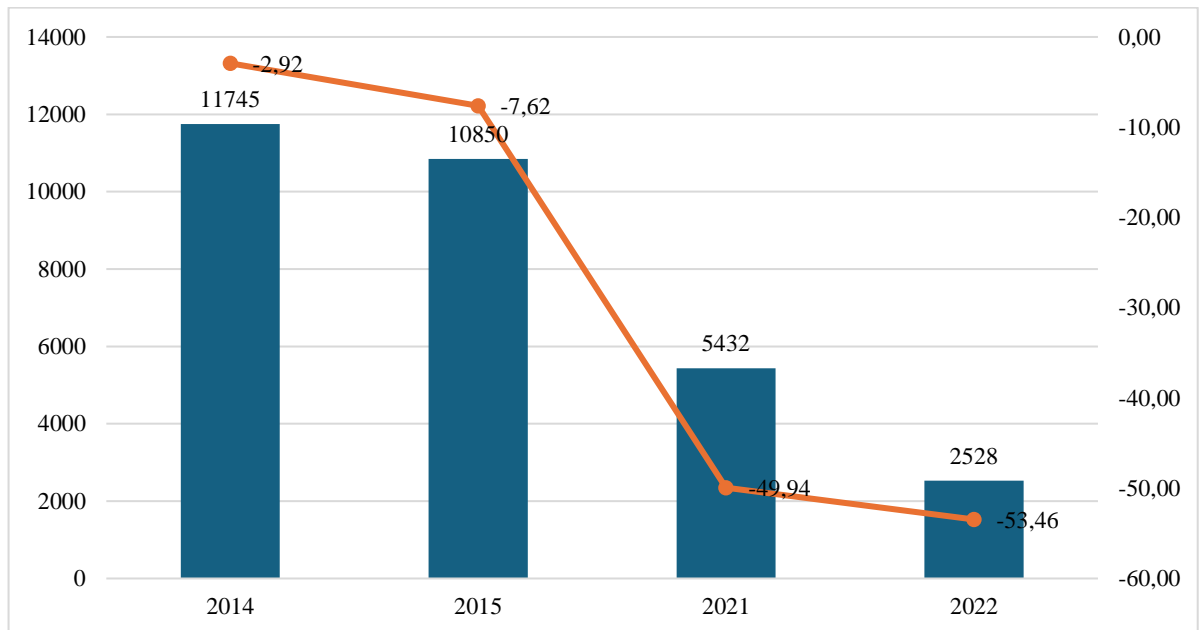


Figure 2.6 – Dynamic of the number of employees in oil refining product manufacturing companies in Ukraine for the period 2013-2023, person [18]

Analyzing Figure 2.6, we can observe a significant reduction in the number of employees in 2021 compared to 2015 (by 49.94%). In 2022, due to the full-scale invasion, there was a decrease in the number of employees by 53.46%, which can also be seen in the example of the company. In 2022-2023, Ukraine experienced a significant shortage of qualified personnel, as many Ukrainians migrated to the EU, impacting the staffing potential of Ukraine.

Next, let's determine the position of LLC “Alium Prom” among enterprises based on revenue from sales (Figure 2.7).

Thus, we see that LLC “Alium Prom” ranks first among companies in terms of revenue from sales, indicating its competitiveness and stable financial position.

To gain a deeper understanding of the company's external environment and how it influences its operations, it is essential to start with a thorough analysis of key external factors. This includes examining the role and impact of the company's suppliers, consumers, and service companies. The relationship between the company

and these external entities can significantly affect its competitiveness, operational efficiency, and overall performance.

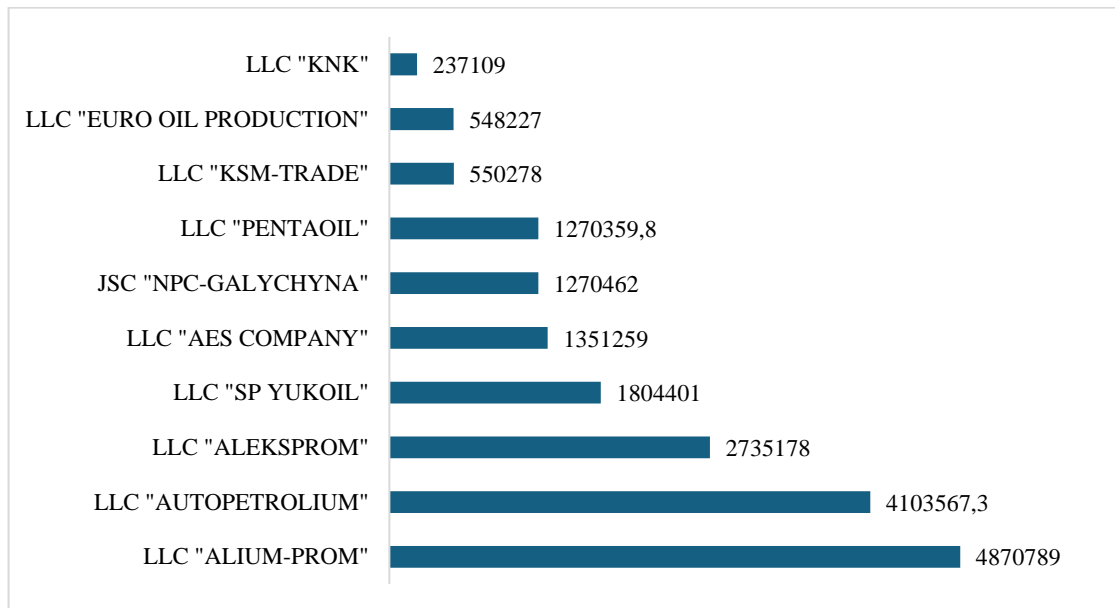


Figure 2.7 – Ranking of oil refining product manufacturing companies by revenue from product sales for the year 2023, thousand UAH [29]

By assessing the suppliers, we can understand how the quality, reliability, and cost of raw materials and other inputs influence the company's production processes. Similarly, evaluating the company's consumers or customers allows us to gauge their preferences, purchasing behavior, and the demand trends for the company's products, which are critical for shaping marketing strategies and sales forecasts.

Table 2.10

Participants of the external environment of LLC "Alium Prom"

Participant of the external environment	Description
Clients	The company has B2B clients, which include industrial and trade companies, and a small portion is made up of B2C clients – private orders for printing for personal needs.
Suppliers	The company works with both domestic and international suppliers who provide the necessary materials for the production of oil refinery products.
Service companies	These are logistics companies and banks. The logistics services are used by "Alium Prom" LLC when its own vehicles are on trips. As for banks, their services are utilized for currency exchange and credit operations.

Source: developed based on the company's data

In addition, analyzing the service companies that support the company's operations, such as logistics, IT service providers, and maintenance teams, helps identify the strengths and weaknesses of the external infrastructure. The interrelationships between these external factors contribute to the company's ability to innovate, grow, and maintain market stability.

This comprehensive analysis is presented in Table 2.10, which offers detailed insights into how the company interacts with these key external entities and their collective impact on its overall performance and long-term strategic objectives.

LLC “Alium Prom” is constantly working to expand its external environment and ensures that the interests of all parties are taken into account, making collaboration with the company productive.

Next, we will explore the impact of external factors on the activities of LLC “Alium Prom” (see Table 2.11).

Table 2.11

PEST analysis of LLC “Alium Prom”

Factor	Description of the factor	Impact
<i>Political Factor (P)</i>		
Martial law in Ukraine	Martial law has been in effect in Ukraine since February 24, 2022	Negative
Lobbying interests among politicians	Many politicians may lobby the interests of certain companies, hindering the activities of others.	Negative
Corruption and bureaucracy levels	The high level of corruption among local politicians negatively impacts the company's operations	Negative
<i>Economic Factor (E)</i>		
Decline in Purchasing Power	A decrease in the ability of the population to purchase goods due to the worsening economic situation in the country.	Extremely Negative
High Inflation Rate	Currently, inflation stands at 8.2% (official rate), which negatively affects the price levels.	Negative
Currency Exchange Rate Increase	The more unstable the national currency is, the less profit the company will make, as the company began exporting its products in 2022.	Negative
<i>Sociocultural Factor (S)</i>		
Decrease in Population	About 16 million people have left Ukraine and moved abroad	Extremely Negative

Changes in Lifestyle after the Full-Scale Invasion	After the onset of the war, the population began to lose motivation, and the ability to improve the country's economic situation decreased	Negative
<i>Technological Factor (T)</i>		
Technological Development	Modern technologies streamline processes and save costs, particularly the development of logistics services, internet technologies, and the ability to place and receive orders online	Positive
Level of Innovation Development	The development of innovations in the field of printing services	Positive
Data Analytics	Data analytics helps the company better understand future actions	Positive

Source: developed by the author

Understanding the influence of external elements is crucial for assessing the company's ability to adapt to changing market conditions and to identify potential opportunities and threats.

The external factors examined in this analysis include political, economic, social and technological influences (PEST analysis) that may have an effect on the operations and strategic direction of the company. By identifying and evaluating these factors, LLC “Alium Prom” can better prepare for unforeseen challenges, leverage favorable trends, and align its business strategy with broader market dynamics. This analysis serves as a foundation for refining the company's current practices and identifying areas for improvement, ensuring that it remains competitive and sustainable in the long term.

It has been determined that economic and political factors have the most negative impact on LLC 'Alium Prom,' hindering the company's development, along with the full-scale invasion, which has led to a decrease in the population and a reduction in purchasing power. Technological factors positively influence the activities of LLC “Alium Prom”, simplifying processes and minimizing costs.

Next, we will conduct an analysis of the environment of LLC “Alium Prom” based on the assessment of key competitive characteristics of the company under study and its two main competitors, with the data presented in Table 2.12.

The maximum score is 10, which indicates that the indicator is at a high level, while the minimum is 1, indicating that they are completely absent in the company.

Expert assessment of the key factors of competitiveness of LLC “Alium Prom”

Indicator	LLC "ALIUM-PROM"	LLC "AUTOPETROLIUM"	LLC "ALEKSPROM"
Product quality	10	10	10
Price	8	7	7
Brand recognition	8	7	6
Qualified employees	9	9	8
Sales geography	7	8	7
Net profit	9	8	7
Total	51	49	45

Source: developed by the author

The scores were assigned by independent experts who evaluated the activities of LLC 'Alium Prom' and its competitors based on publicly available information found online. Based on these ratings, we will construct a polygon of competitiveness for LLC 'Alium Prom' (see Fig. 2.8).

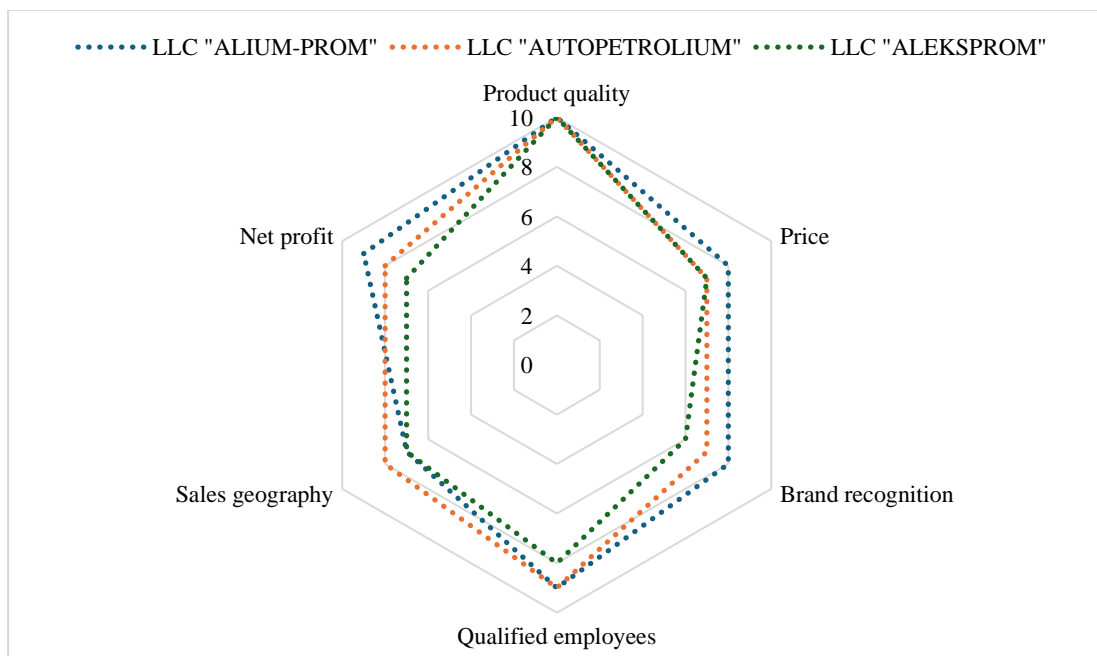


Figure 2.8 – Competitiveness polygon of LLC 'Alium Prom'

Source: developed by the author

Thus, we see that LLC 'Alium Prom' received the highest score and is better than its competitors in categories such as net profit, brand recognition, employee qualifications, and product pricing.

The company under study is sufficiently competitive in the market; however, management is advised to improve the labor management system as there is an increasing shortage of qualified personnel in Ukraine.

In conclusion, we propose to conduct an analysis of the company's problems using a tool such as SWOT analysis (see Table 2.13).

The conducted SWOT analysis of LLC “Alium Prom” provides valuable insights into the company's strategic positioning. The company's strengths, including its extensive network of service points, high delivery speed, and efficient customer support service, play a crucial role in maintaining its competitive edge in the market. These advantages allow the company to meet customer demands quickly and efficiently, enhancing customer satisfaction and loyalty. Additionally, its strong reputation in the industry strengthens its market position, making it a trusted partner for both clients and suppliers.

However, despite these strengths, the company faces several weaknesses that could potentially hinder its growth and stability. One major issue is the high cost associated with expanding its service network, which impacts the company's profitability. Moreover, the company's dependency on a limited number of suppliers creates vulnerability to supply chain disruptions, which could affect the timely delivery of products and ultimately damage customer relationships. Addressing these challenges requires careful cost management and a diversification of suppliers to mitigate risks.

The SWOT analysis also identifies several opportunities that can be leveraged to further strengthen the company's competitive position. Expanding its international presence could open new markets, diversify its revenue streams, and reduce dependence on the domestic market. Implementing new technologies in logistics, such as automation and artificial intelligence, can streamline operations, reduce costs, and improve efficiency.

Additionally, the growing demand for petroleum products globally presents an opportunity for the company to capitalize on increased market demand, boosting its production and sales volumes.

Table 2.13

SWOT Analysis Matrix of LLC “Alium Prom”

	Opportunities	Threats
	<p>Expansion of the network beyond Ukraine.</p> <p>Implementation of new technologies to optimize production.</p> <p>Introduction of additional services for corporate clients.</p> <p>Strengthening international presence.</p> <p>Improvement of cargo tracking systems.</p> <p>Growth in demand for oil refining products.</p>	<p>Increased competition in the oil refining industry.</p> <p>Changes in legislation regarding export-import operations.</p> <p>Economic instability in the country.</p> <p>Rising transportation service costs.</p> <p>Risks of information security network failures.</p> <p>Loss of clients due to negative service experience.</p>
Strengths	Strengths and Opportunities	Strengths and Threats
<p>Wide network of service points.</p> <p>High-quality customer support service.</p> <p>Innovative technologies in production.</p> <p>Effective product tracking system.</p> <p>Stable market leader in Ukraine.</p>	<p>Development of international presence.</p> <p>Integration of new logistics technologies.</p> <p>Strengthening cooperation with online stores.</p>	<p>Implementation of loyalty programs.</p> <p>Diversification of products.</p>
Weaknesses	Weaknesses and Opportunities	Weaknesses and Threats
<p>Limited geographical coverage outside of Ukraine.</p> <p>Dependence on external logistics services in certain regions.</p> <p>Management challenges.</p> <p>Dependence on raw material suppliers.</p> <p>Occasional issues with order processing due to the limitations of the management software.</p>	<p>Implementation of online integration.</p> <p>Development of new markets within the country.</p>	<p>Optimization of company management.</p> <p>Diversification of logistics service sources.</p>

On the other hand, the company must also be aware of external threats that may pose risks to its operations. Increasing competition in the oil refining industry, both domestically and internationally, presents a challenge to maintaining market share. Competitors may adopt more advanced technologies, offer better prices, or develop superior customer service strategies, which could lure customers away from LLC “Alium Prom”. Furthermore, economic instability, such as fluctuations in currency exchange rates, inflation, and geopolitical tensions, can negatively impact the cost of raw materials and overall market demand. In light of these threats, the company must develop a robust risk management plan and adapt its business strategies to mitigate potential disruptions.

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Therefore, the management of LLC “Alium Prom” must focus on creating a more efficient and resilient management system. This includes adopting an integrated approach to monitoring key performance indicators, improving cost-efficiency, and ensuring the flexibility of operations to quickly adapt to market changes. Strategic initiatives should also include diversifying its supplier base, exploring new markets, and continuously innovating its technological capabilities to stay ahead of competitors. By doing so, LLC “Alium Prom” will be able to respond effectively to both external and internal challenges, ensuring long-term sustainability and growth.

2.3. Analysis of the Human Resource Management System of LLC “Alium Prom”

Before conducting a study on the human resource management system of LLC “Alium Prom” it is suggested to take a closer look at the company’s personnel and assess their condition and staffing adequacy.

Therefore, we propose to analyze the total number of employees at LLC “Alium Prom”, evaluating them by gender and length of service (Table 2.14).

Table 2.14

Analysis of the number and structure of personnel of LLC “Alium Prom”

Indicator	2021		2022		2023	
	90	100%	68	100%	68	100%
Gender structure:						
Men	77	85,70	60	88,90	59	86,50
Women	13	14,30	8	11,10	9	13,50
Age structure:						
19 - 30	4	4,44	3	4,41	3	4,41
31 - 40	34	37,78	27	39,71	28	41,18
41 - 50	24	26,67	19	27,94	18	26,47
51- 60	15	16,67	13	19,12	14	20,59
over 60	13	14,44	6	8,82	5	7,35
Education structure:						
Higher	58	64,44	46	67,65	46	67,65
Secondary specialized	28	31,11	19	27,94	19	27,94
Secondary	4	4,44	3	4,41	3	4,41
Work experience of personnel						
Up to 1	0	0,00	0	0,00	0	0,00
1	0	0,00	0	0,00	0	0,00
2	34	37,78	25	36,76	24	35,29
3	37	41,11	29	42,65	30	44,12
4	12	13,33	12	17,65	11	16,18
5	7	7,78	2	2,94	3	4,41

Source: created based on the company's data

Based on the analysis of Table 2.14, we see that the majority of the personnel consists of individuals over the age of 30, averaging 39% over the three years, with an increasing trend each year. As the mobilization efforts in Ukraine continue, this affects the age structure of the company. It is also evident that predominantly men are

employed at LLC “Alium Prom”, influenced by the nature of the work. Regarding work experience, most employees have more than 2 years of experience, accounting for nearly 100% of all employees.

Next, we will examine the employee turnover indicators of LLC “Alium Prom” for the years 2021-2023, presented in Table 2.15.

The analysis of employee turnover at LLC “Alium Prom” for 2021-2023 reveals some important trends. During this period, the company observed an overall decrease in the number of employees in 2022-2023, due to the military actions in Ukraine and the emigration of Ukrainians abroad. It is also noticeable that the employee turnover rate has decreased, which may indicate a better staffing situation and the stability of working conditions.

Table 2.15

Employee Turnover at LLC “Alium Prom” in 2022-2023

Indicator	Years			Deviation 2023 / 2021	
	2021	2022	2023	Thousand, UAN	%
Average headcount of personnel, persons	90	68	68	-22	75,56%
Number of employees dismissed, persons	7	22	1	-6	14,29%
including the number of those who resigned voluntarily	6	22	0	-6	0,00%
and those dismissed due to staff reduction, persons	1	0	1	0	100,00%
Number of employees hired, persons	8	1	1	-7	12,50%
Number of permanent employees, persons	90	67	67	-23	74,44%
Stability coefficient	1,00	1,00	1,00	0,00	100,00%
Employee turnover rate, %	7,78	32,84	1,49	-6,285	19,19%
Hiring turnover rate	0,09	0,01	0,015	-0,074	16,54%

Source: created based on the company's data

The employee turnover rate decreased from 7.78% in 2021 to 1.49% in 2023, indicating stabilization in the workforce composition. Overall, employees are satisfied with their work at the company, as evidenced by the high stability indicator values.

After conducting a study of the personnel at LLC “Alium Prom”, common trends in workforce movement and dynamics have been identified, which are presented in more detail in Figure 2.9.

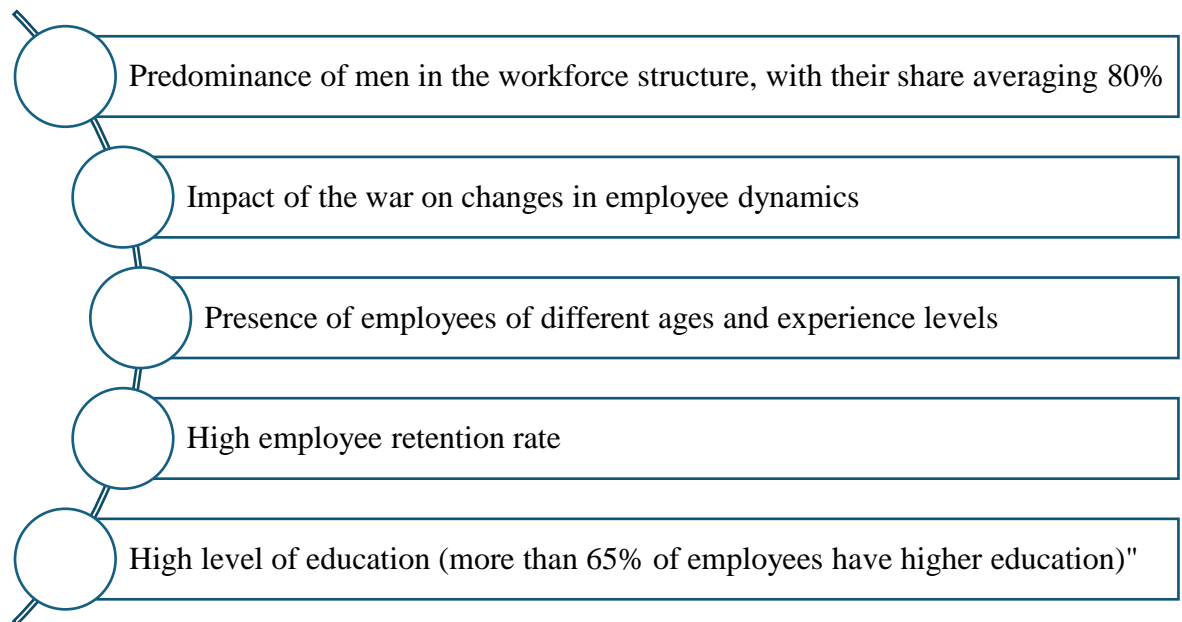


Figure 2.9 – Characteristics of the main trends in the dynamics and movement of personnel at LLC “Alium Prom”

Source: created by the author

The above-mentioned common trends regarding personnel influence the development of management systems in companies and the level of innovation utilization, which is precisely what is proposed to be studied.

The structure of the main elements that form the personnel management system at LLC “Alium Prom” is presented in Figure 2.10.

The personnel management system at LLC “Alium Prom” goes through three stages of development (see Figure 2.11).

During the analysis of LLC “Alium Prom”, specifically in the field of personnel management, a lack of technology use and automation was identified. Although software is already being used for personnel administration, other business processes such as recruitment, training, and evaluation are still performed manually and in Excel. This situation calls for the implementation of more efficient technologies to automate

routine personnel management processes, which will help increase productivity and optimize store operations.

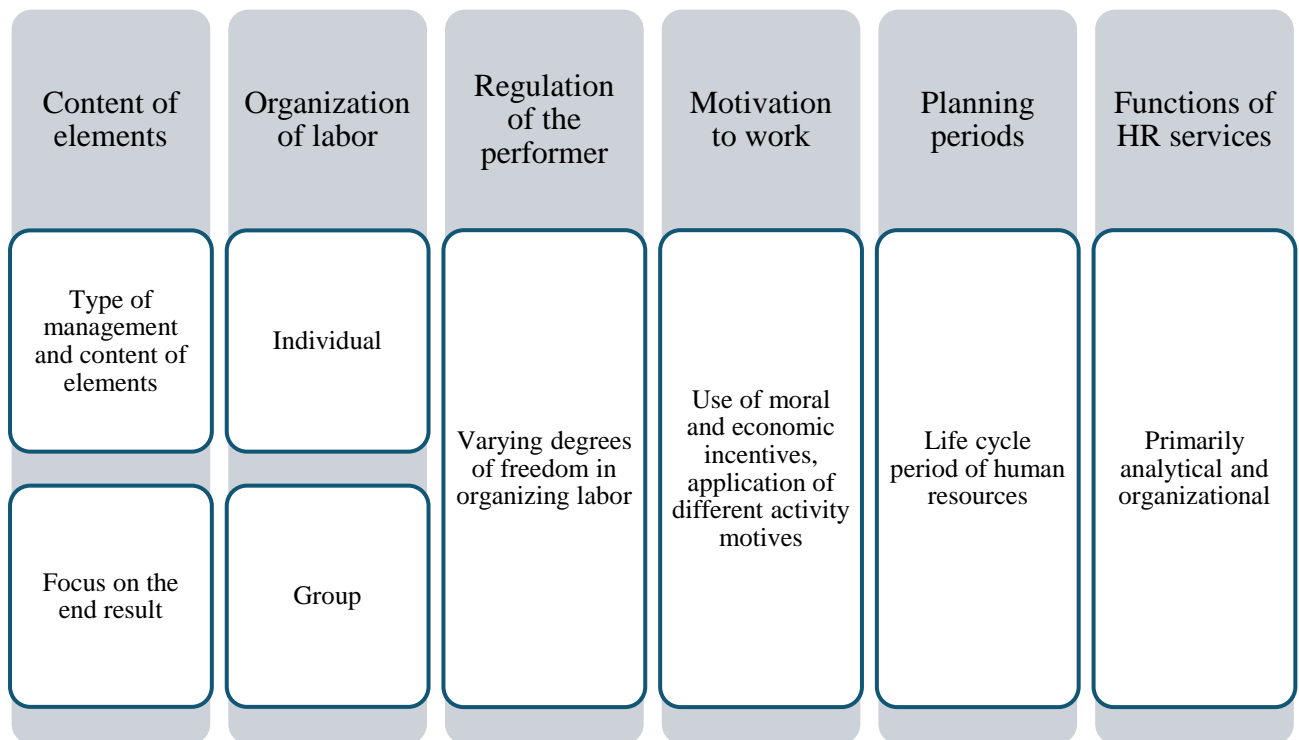


Figure 2.10 - The structure of the main elements that form the personnel management system at LLC “Alium Prom”

Source: created by the author

The main personnel management tools at LLC “Alium Prom” are presented in Figure 2.12.

The management of LLC “Alium Prom” actively promotes increasing employee productivity, encourages diverse work, and provides opportunities for employees to gain new experiences to maintain their motivation and interest. It also helps develop their understanding of related fields such as marketing, while fulfilling the company's needs in filling vacancies.

The example of the manager at LLC “Alium Prom” can be used to analyze a democratic leadership style.

Examples of actions and methods include:

- Regular meetings with the team to discuss plans and results.
- Delegation of authority to sales managers.

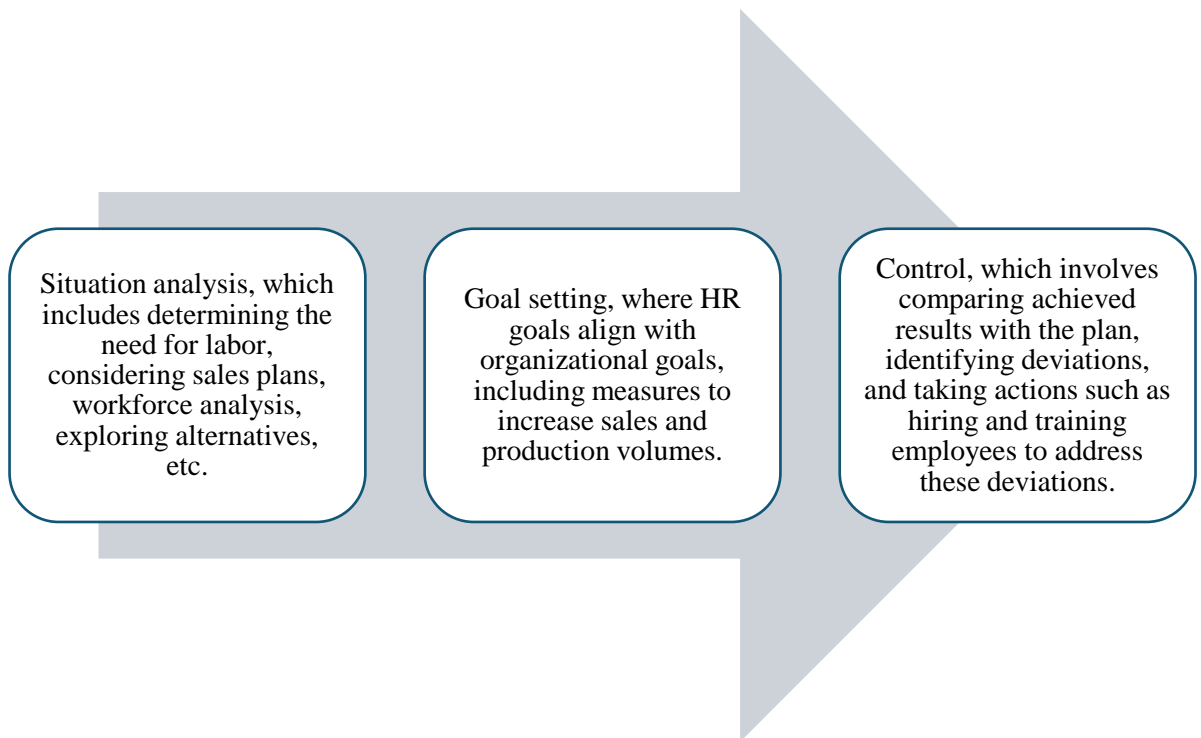


Figure 2.11– Stages of personnel management at LLC “Alium Prom”

Source: created by the author

- Encouragement of employee initiative.
- Openness to suggestions and ideas from subordinates.
- Consultations with the team before making important decisions.

Analysis of work performance evaluation criteria:

- Job responsibilities and tasks: Regular fulfillment and exceeding of sales targets.
- Professional competence: In-depth understanding of the market, product, and customers.
- Work ethics: Respect for employees, clients, and partners.
- Leadership qualities: Ability to motivate the team and lead them to achieve goals.

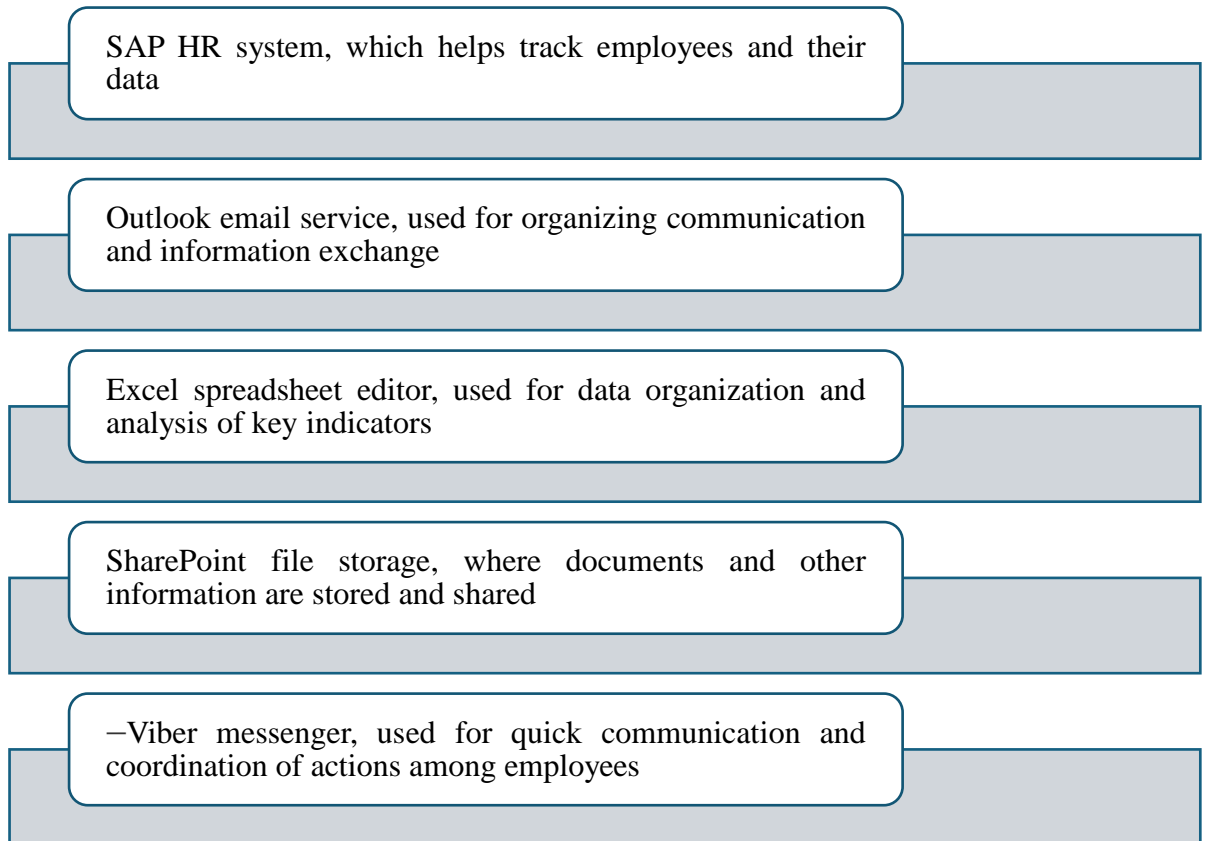


Figure 2.12 – List of Personnel Management Tools at LLC “Alium Prom”

Source: created by the author

The manager of LLC "Alium Prom" uses a democratic leadership style and outlines the goals that need to be achieved, but the employees decide for themselves how they will accomplish them. Employees distribute tasks among specific individuals, taking into account their individual abilities and competencies. The manager of LLC "Alium Prom" demonstrates a high level of trust in the employees.

To motivate employees, both economic and non-economic incentives are used in the company (see Figure 2.13).

To study the motivational structure of employees at LLC “Alium Prom”, an internal employee survey was conducted to identify their main needs, the structure of which is presented in Figure 2.14.

Based on the analysis of Figure 2.14, it was determined that for the majority of employees (46%), the primary need is the achievement of success, indicating that for this portion of the workforce, it is important to see the results of their work and that

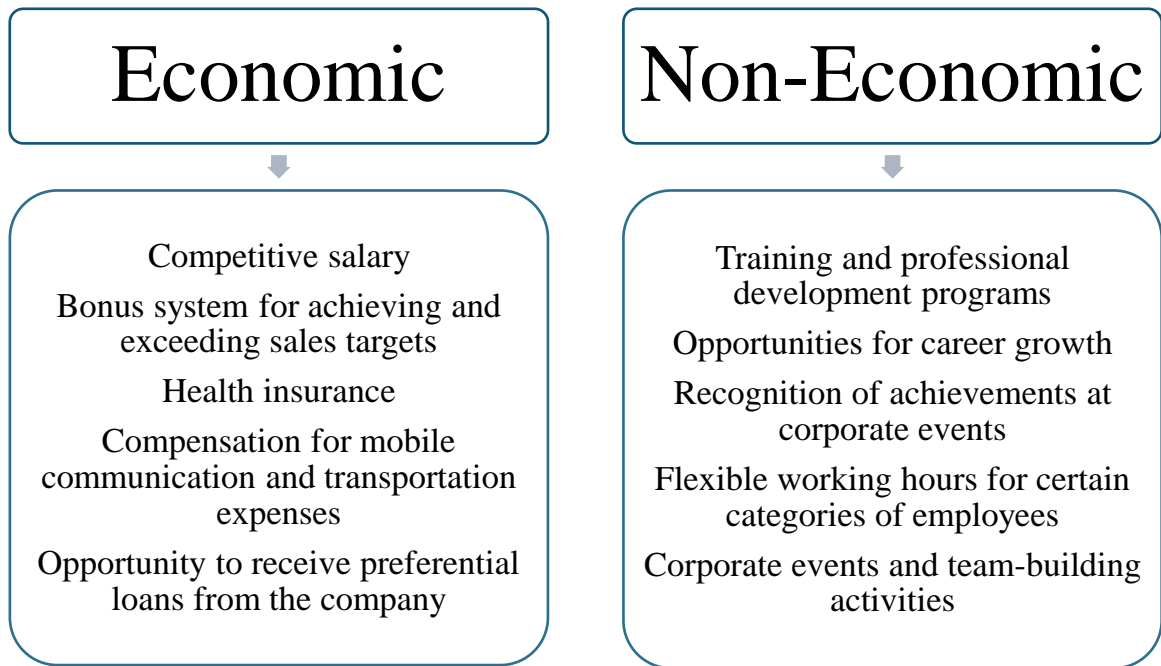


Figure 2.13 - List of Economic and Non-Economic Incentives in Personnel Management at LLC “Alium Prom”

Source: created by the author

their work should not be routine. 36% of respondents emphasized the importance of recognition and respect. Additionally, 18% of the surveyed employees aim to increase their power within the company.

It can be concluded that the analysis of the employees' needs at LLC “Alium Prom” will allow the HR manager to gain a deeper understanding of these needs and develop a more effective motivation system for each category of employees, according to their needs.

In addition to material methods of motivating employees, LLC “Alium Prom” also employs other forms of incentives, which are presented in Figure 2.15.

LLC “Alium Prom” has created a comprehensive set of material and economic incentives that impact employee performance and, ultimately, the company's financial results.

One of the most important indicators for evaluating the personnel management system is the efficiency of employee productivity based on the use of the payroll fund

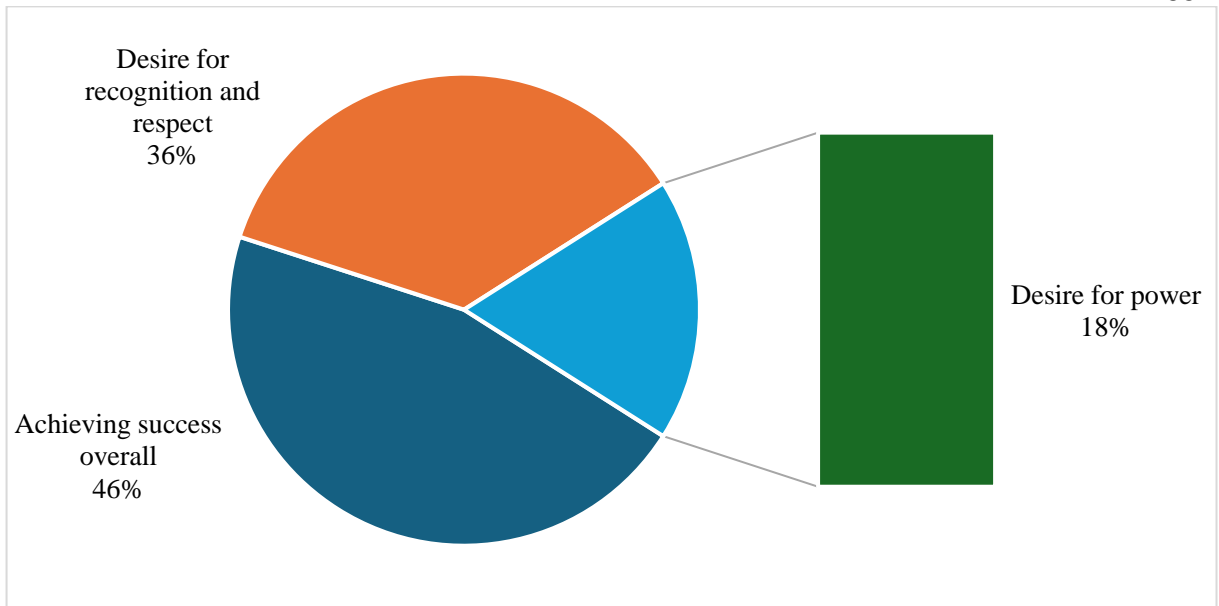


Figure 2.14 - The structure of the main needs of the employees of LLC “Alium Prom”, %

Source: created by the author

and the effectiveness of personnel management through employees' achievement of financial goals at LLC “Alium Prom”. Figure 2.16 presents the author's model showing the impact of the personnel management system on the company's performance.

The financial performance of a company is largely determined by the creation and implementation of a comprehensive and effective personnel management system. Employees are the backbone of any business, and their efficiency, productivity, and satisfaction are critical to the company's success. In the case of LLC “Alium Prom,” the impact of its workforce on the overall results cannot be overstated. The employees' performance, motivation, and engagement play a significant role in achieving the company's goals, increasing profitability, and maintaining a competitive position in the market.

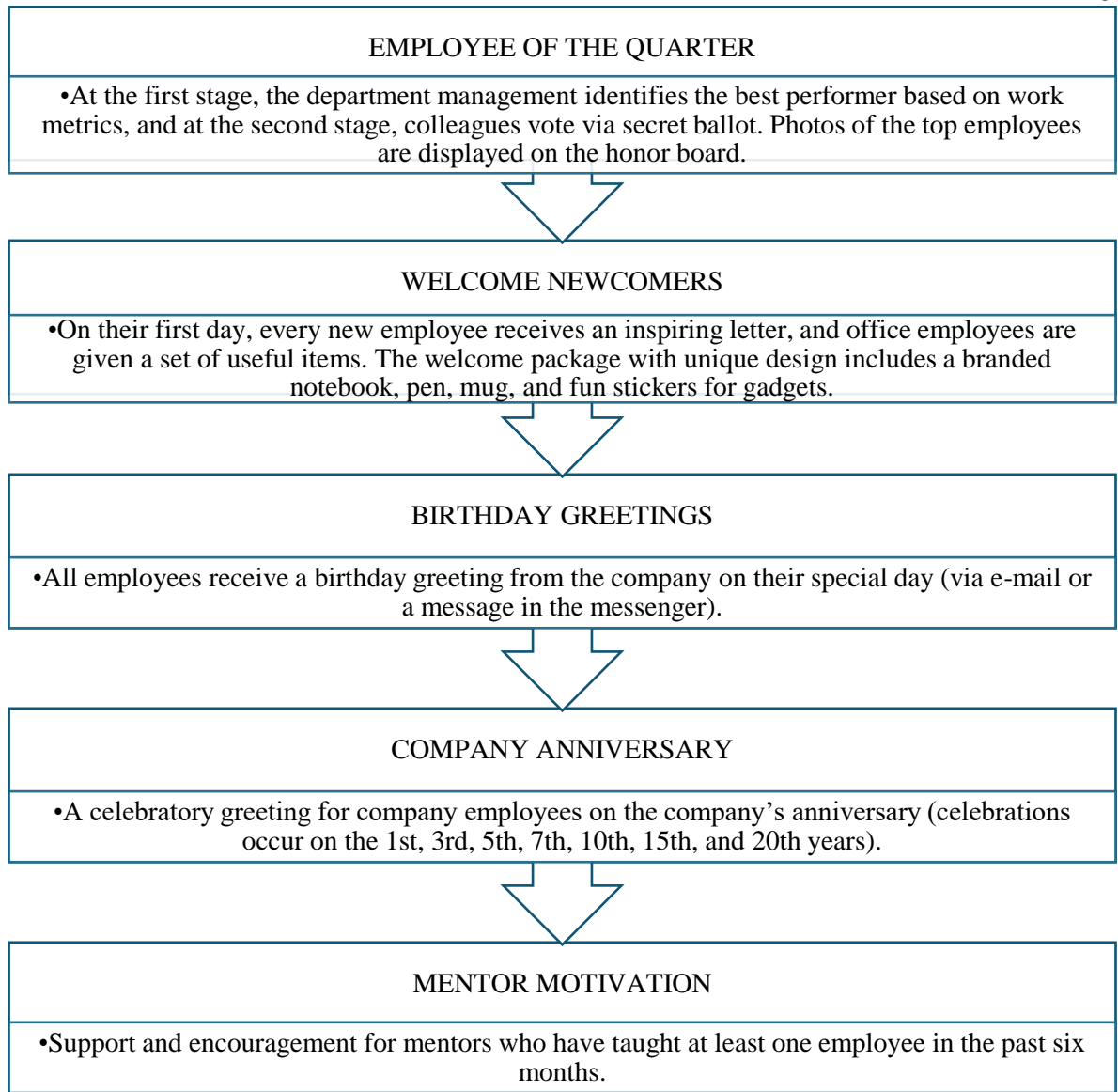


Figure 2.15 - Employee Motivation System at LLC "Alium Prom"

Source: created by the author

Effective personnel management involves not only the recruitment and training of qualified staff but also creating a conducive and supportive working environment. This includes offering opportunities for personal growth, providing the necessary tools and technologies to optimize their work, and fostering a culture that encourages innovation and collaboration. Such an environment can significantly enhance employee satisfaction, which in turn leads to greater productivity and a reduction in turnover rates.

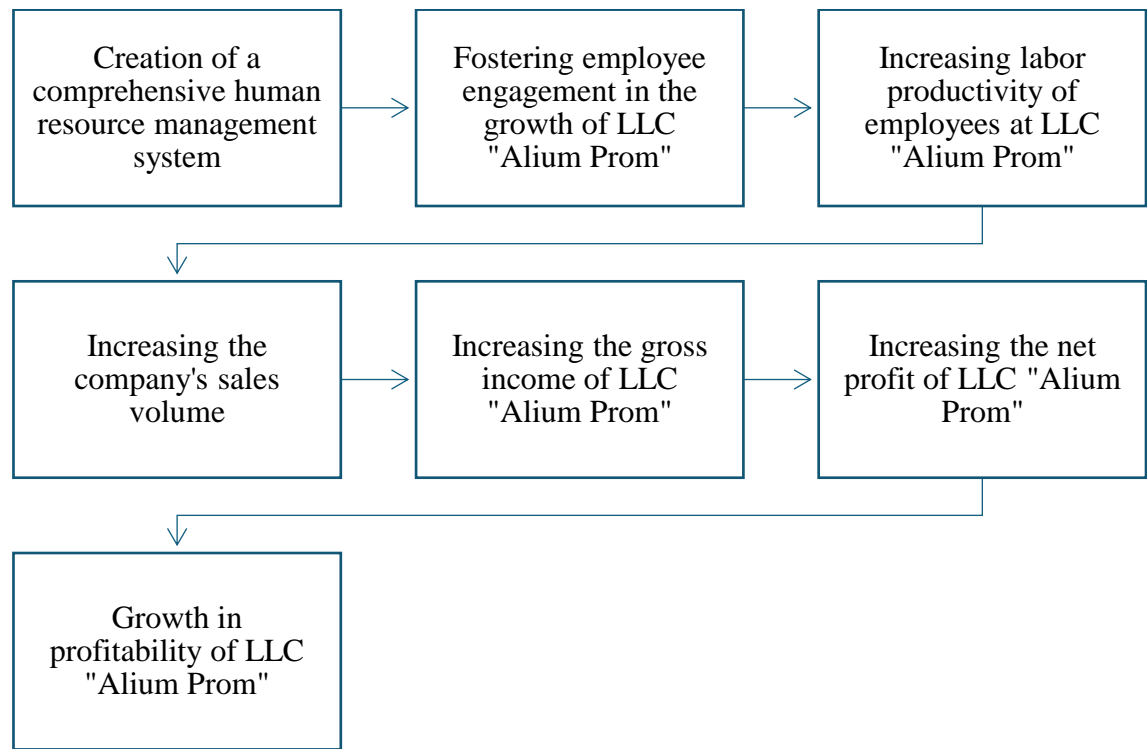


Figure 2.16 – Flowchart of the impact of the personnel management system on the performance indicators of LLC “Alium Prom”

Source: created by the author

Therefore, to determine the effectiveness of the personnel management system, it is suggested to assess its productivity. For this, we will use the tool of factor analysis of labor productivity, which will help identify key factors influencing changes in the productivity of LLC “Alium Prom” employees from 2021 to 2023. The main indicators considered for this analysis include the number of employees, hours worked, service production, and the average annual output per employee. Table 2.16 presents labor productivity at LLC “Alium Prom”.

By examining the data in Table 2.16, we see that the number of employees at LLC “Alium Prom” remained stable during 2022-2023. However, despite this stability, in 2023, the average annual output per employee and per worker increased by 57.38% and 54.49%, respectively. These figures indicate an overall improvement in labor productivity at LLC “Alium Prom” due to effective management.

Input data for the factor analysis of labor productivity of LLC “Alium Prom” in 2021-2023

Indicator	2021 year	2022 year	2023 year	Absolute deviation		Relative deviation	
				2022/ 2021	2023/ 2022	2022/ 2021	2023/ 2022
Average annual number of employees, persons	90	68	68	-22	0	-24,44	0,00
Including workers	72	55	56	-17,014	1,02	-23,78	1,87
Share of workers in the total number of employees	79,5	80,2	81,7	0,7	1,5	0,88	1,87
Number of days worked by one employee per year	256	257	260	1	3	0,39	1,17
Average duration of working day, hours	8	8	8	0	0	0,00	0,00
Total hours worked by all employees	720	544	544	-176	0	-24,44	0,00
Volume of goods produced, thousand UAH	2 066 233	3 131 796	4 928 751	1065563	1796955,7	51,57	57,38
Average annual output per employee, thousand UAH	22958,14	46055,82	72481,64	23097,7	26425,819	100,61	57,38
Average annual output per worker, thousand UAH	28878,17	57426,21	88716,82	28548	31290,607	98,86	54,49

Source: created by the author based on the company's data

A detailed analysis of the key performance indicators of human resource management at LLC “Alium Prom” is presented in Table 2.17.

Analyzing the performance indicators of LLC “Alium Prom”, we can observe that in 2022-2023, the company experienced stability in its workforce. However, there was a 54.52% increase in labor productivity in 2023 compared to the figures for 2022.

Personnel Management Efficiency at LLC “Alium Prom”

Indicator, thousand UAH:	2021	2022	2023	Absolute deviation		Relative deviation	
				2022/ 2021	2023/ 2022	2022/ 2021	2023/ 2022
1	2	3	4	5	6	7	8
Net income from product (goods, works, services) sales	2041127,0	3094354,0	4870789,0	1 053 227	1 776 435	51,60	57,41
Total costs for production and sales of products	1997608,0	2781191,0	4458893,0	783 583	1 677 702	39,23	60,32
Number of industrial production personnel, persons	72	55	56	-17	1	-23,78	1,87
Number of managerial personnel, persons	18	13	12	-5	-1	-27,02	-7,58
Average monthly salary of a manager, UAH	11099	17921	19965	6 822	2 044	61,46	11,41
Average monthly salary of a worker, UAH	9765	10101	12857	336	2 756	3,44	27,28
Net profit	7974,0	-32390,0	30409,0	-40 364	62 799	-506,20	-193,88
Share of managerial personnel in the total number of employees, %	25,78616	24,68828	22,39902	-1	-2	-4,26	-9,27
Management costs, thousand UAH	99880,4	139059,6	222944,7	39 179	83 885	39,23	60,32
Costs per manager, thousand UAH/person	5413,572	10328,249	17915,835	4 915	7 588	90,78	73,46
Number of workers, persons	72	55	56	-17	1	-23,78	1,87
Share of workers in the total number of employees, %	74,21384	75,31172	77,60098	1	2	1,48	3,04

Continuation of Table 2.17

1	2	3	4	5	6	7	8
Labor productivity of personnel, thousand UAH/person	28527,28	56739,66	87673,50	28 212	30 934	98,90	54,52
Personnel profitability, thousand UAH/person	111,45	-593,92	547,36	-705	1 141	-632,92	192,16
Managerial personnel wage fund	204776,6	241288,3	248444,5	36 512	7 156	17,83	2,97
Worker wage fund	698685,8	550868,1	714283,5	-147 818	163 415	-21,16	29,67
Managerial personnel to worker ratio coefficient	0,293	0,438	0,348	0,14	-0,09	49,45	-20,59
Managerial personnel salary to worker salary ratio coefficient	1,14	1,77	1,55	0,64	-0,22	56,09	-12,48
Average monthly salary across the enterprise, UAH	11 354,00	14 657,00	17 865,00	3 303	3 208	29,09	21,89
Enterprise productivity	0,399177	-1,164609	0,681985	-2	2	-391,75	-158,56

Source: compiled by the author based on company data

There was also a significant increase in personnel profitability in 2023 compared to 2022, with a growth of 192.16%. This indicates that the labor productivity of LLC “Alium Prom” employees is rising due to improvements in management and organization of work within the company.

In conclusion, it is proposed to present the dynamics of overall labor productivity and profitability indicators (see Fig. 2.17).

Thus, analyzing the productivity indicators of LLC “Alium Prom” employees, we can also observe an increase in 2023 compared to 2021. This improvement is primarily attributed to the implementation of information systems in personnel management. As for employee profitability, it also rose by 192.16% in 2023.

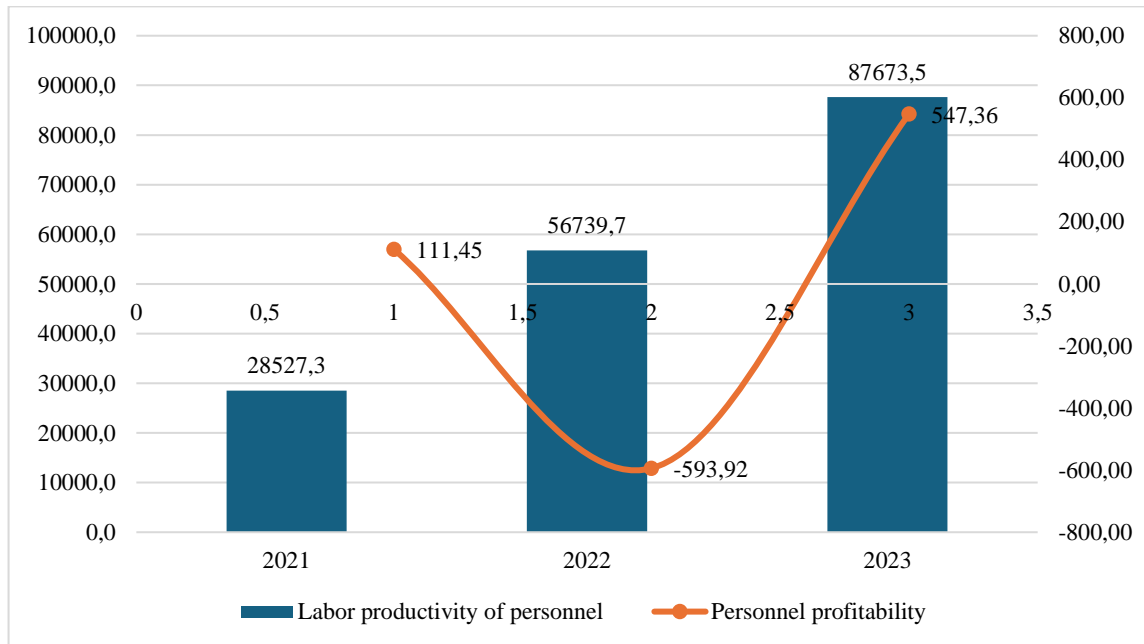


Figure 2.17 – Indicators of Labor Productivity and Profitability of Employees at LLC “Alium Prom” for the Period 2021 and 2023, %

Source: compiled by the author based on company data

There was also a significant increase in personnel profitability in 2023 compared to 2022, by 192.16%. Thus, it can be noted that the labor productivity of LLC “Alium Prom” employees has grown due to improved management and organization of work within the company.

In conclusion, it is proposed to illustrate the dynamics of overall indicators of employee productivity and profitability (see Fig. 2.17).

Analyzing the productivity indicators of LLC “Alium Prom” employees, we can observe an increase in 2023 compared to the 2021 indicators. This growth occurred primarily due to the implementation of information systems in personnel management. As for employee profitability, it also rose in 2023 by 192.16%.

In summary, it is worth noting that the overall efficiency indicators of personnel management at LLC “Alium Prom” improved in 2023 compared to the pre-war period of 2021. This growth was driven by the introduction of innovative information systems in personnel management, which optimized employee operations and increased their individual productivity.

CHAPTER 3. RECOMMENDATIONS FOR IMPROVING THE PERSONNEL MANAGEMENT SYSTEM BASED ON THE EXPERIENCE OF FOREIGN ENTERPRISES

3.1. Key Directions for Improving the Existing Personnel Management Strategy of LLC “Alium Prom”

In the previous chapter it was found that LLC 'Alium Prom' has been gradually implementing information technologies in personnel management, which has positively impacted the overall employee productivity indicators. Therefore, it is proposed to further develop this direction and incorporate more advanced technologies, such as artificial intelligence (AI), which is actively utilized by global companies.

Before exploring the experience of foreign companies in integrating AI into their HR management systems, it is suggested to first outline the development of this technology specifically in the HR field (see Fig. 3.1).

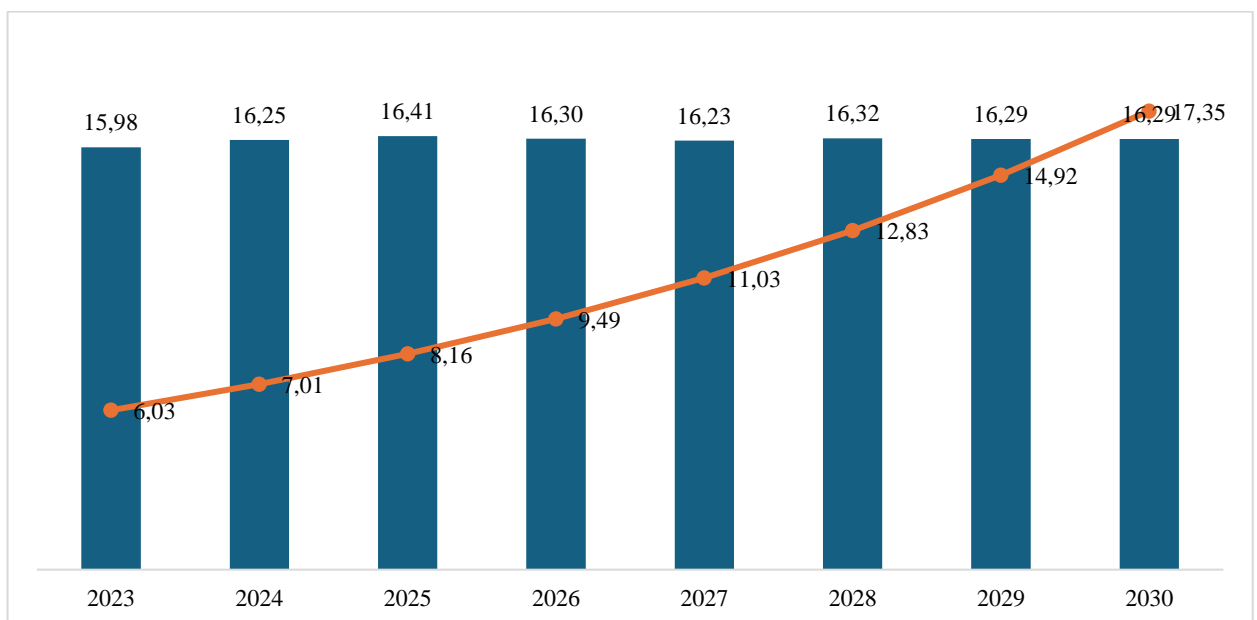


Figure 3.1. Forecast Analysis of the Dynamics of AI Technology Growth in the Global Human Resource Management Market for the Period 2023–2030, Billion USD

Source: [62]

Analyzing the data in Fig. 3.1, it is evident that in 2023, the global market volume of artificial intelligence in the field of human resource management amounted to \$6.03 billion. In 2024, it is projected to reach \$7.01 billion, and by 2030, the market size is expected to grow to \$17.35 billion. The use of artificial intelligence in HR management is driven by the growing interest of global companies in decision-making based on AI technologies, particularly in developed countries.

Next, it is proposed to examine the geographical structure of AI technology application in HR management (Fig. 3.2).

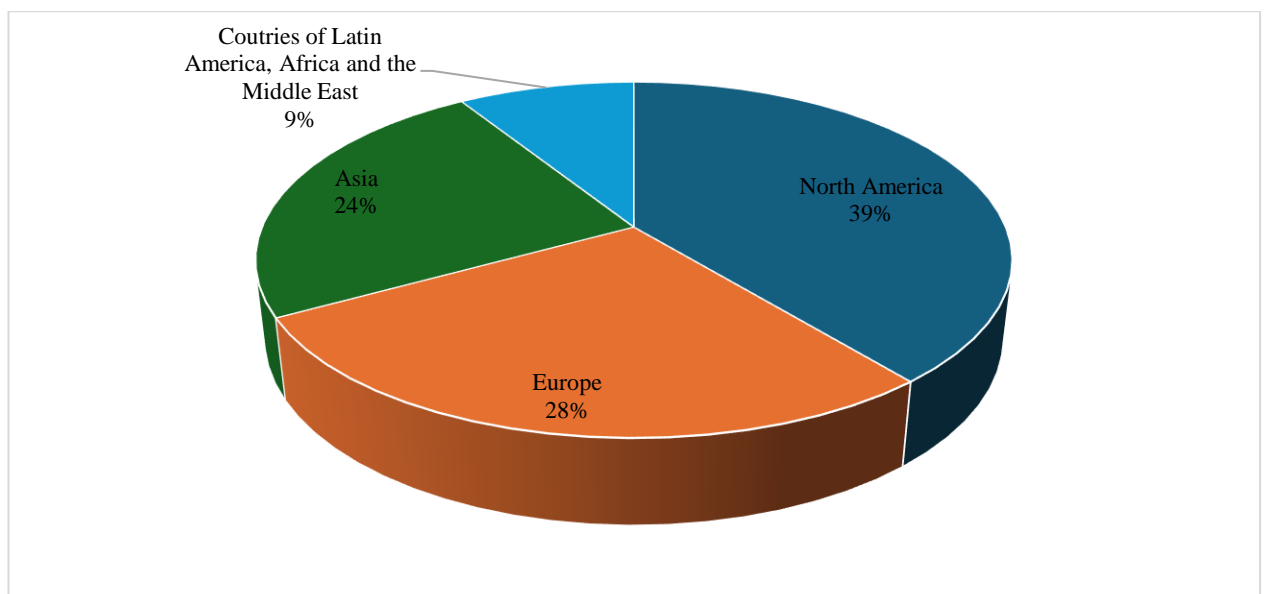


Figure 3.2. Geographical Structure of AI Technologies in the Global Human Resource Management Market as of 2023, %

Source: [62]

Thus, analyzing the data in Fig. 3.2, it is evident that AI technologies in human resource management are most utilized by companies located in Europe and North America, with a combined share of 67%. Asian countries account for 24%, while the combined share of Latin America, Africa, and the Middle East is 9%.

In today's digital economy, where companies' technical and technological infrastructure is nearly identical, success is achieved by those that utilize their human resources more effectively. Consequently, human resource management is one of the most

critical areas of organizational activity, serving as the foundation of business and its primary success factor. The use of artificial intelligence technologies in human resource management enables companies to manage employees effectively and foster their development. No matter how intelligent a person may be, the capabilities of AI are far greater, and this is precisely the strategy adopted by renowned global IT companies for integrating these technologies into HR management.

Table 3.1 presents examples of the application of AI technologies in human resource management by global giants."

Table 3.1

Examples of AI Applications in Human Resource Management by Global Companies

Company name	Description of AI Usage
IBM	The company has integrated artificial intelligence into its human resources management system and created Watson Talent, a product that helps HR managers screen candidates, reducing the time required to process resumes. This program also includes predictive analytics, which tracks employee behavior and alerts HR managers about the likelihood of an employee's resignation. Watson Talent proactively retains talent and reduces costs associated with layoffs, allowing IBM's HR professionals to focus on strategic tasks.
Google.	It uses AI technologies to identify the best potential candidates for various positions and analyze employee job satisfaction. The company developed a human resources management system called Google Cloud Talent Solution, which handles recruitment for vacant positions.
General Electric	Based on AI, the company created the HR application Humantelligence, which focuses on recruitment by analyzing candidates' cultural fit, behavior, and motivation. With data on potential employees, the company's HR specialists can predict the level of integration of a candidate into the company. The company also uses AI to determine areas where current employees need development, helping to grow the workforce and contribute to the company's growth.

Continuation of Table 3.1	
Microsoft	The company has its own AI platform, Azure, which it uses for forecasting employee development and potential resignations, allowing HR specialists to proactively address staffing issues. The company also uses job analytics, which leverages AI technologies to assess employee performance. Additionally, the company has created an AI-based tool called MyAnalytics, which provides employees with their personal information and helps them self-improve.

Source: [80]

Regarding Ukrainian companies, it is worth noting that AI technologies have not yet been implemented in Ukraine in the context of human resource management, primarily due to their high cost and the unpreparedness of company personnel for such changes.

Next, it is proposed to examine how the level of technology adoption in HR management has influenced the ranking of companies in the list of the world's best employers in 2024, according to Forbes (Fig. 3.3).

a

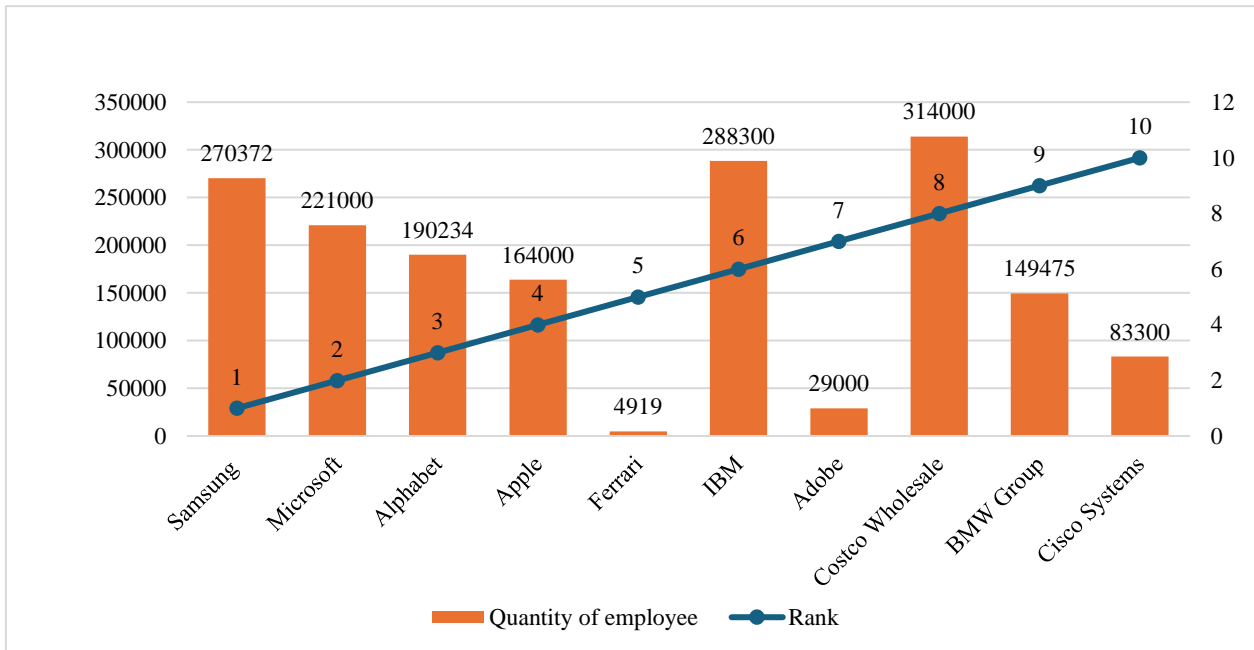


Figure 3.3. Best Employers According to Forbes as of 2024

Source: [77]

Accordingly, it can be concluded that the active use of AI technologies by modern companies in employee management positively impacts not only their sales levels, fostering consumer loyalty, but also enhances the company's employer brand, thereby helping to attract and retain talented professionals.

According to the conducted research, personnel management expenses for large consulting companies such as Deloitte, PwC, and McKinsey average 30% of their total operational costs, which is undoubtedly a worthwhile investment. Some companies that require even more highly qualified employees with specific skills, where such employees are the primary asset, allocate an even higher percentage of their expenses to this area.

Figure 3.4 presents the expenditures of Ukrainian enterprises from 2010 to 2023.

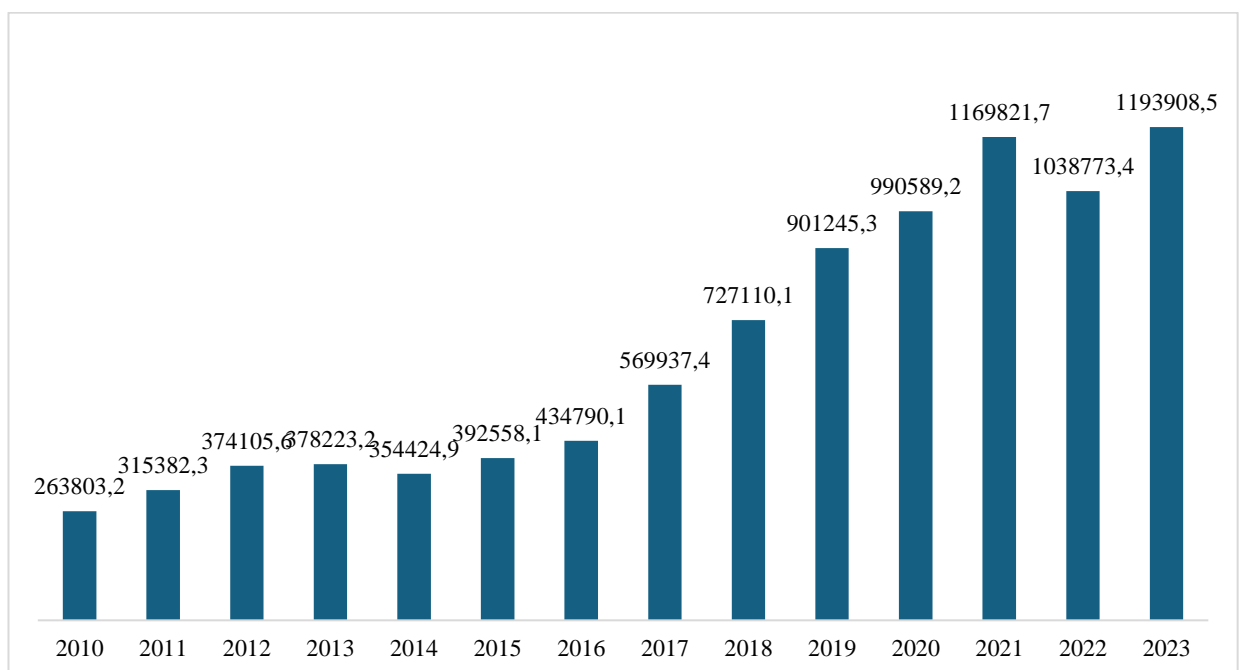


Figure 3.4. Dynamics of Personnel Expenses of Ukrainian Enterprises in 2010–2023, million UAH

Source: [42]

Modern approaches to personnel management in enterprises are based on the integration of key principles of human relations theory and a systematic approach. They consider both administrative management methods and approaches to personal and social relationship development.

Thus, based on the example of international companies, it has been demonstrated that the implementation of AI in personnel management positively affects not only overall employee productivity but also the development of a positive image of the company as an employer, enabling “Alium Prom” LLC to attract top specialists.

The analysis of the company's personnel management system revealed that in 2022–2023, the number of employees decreased, potentially indicating issues with the adaptation of new employees, which also negatively impacts the overall personnel management system. HR managers at the company need to develop an effective onboarding program for new employees, as the ongoing war in Ukraine is exacerbating the labor shortage, which may eventually lead to a lack of qualified personnel. The labor market demonstrates an imbalance between the supply and demand for labor, as illustrated in Fig. 3.5.

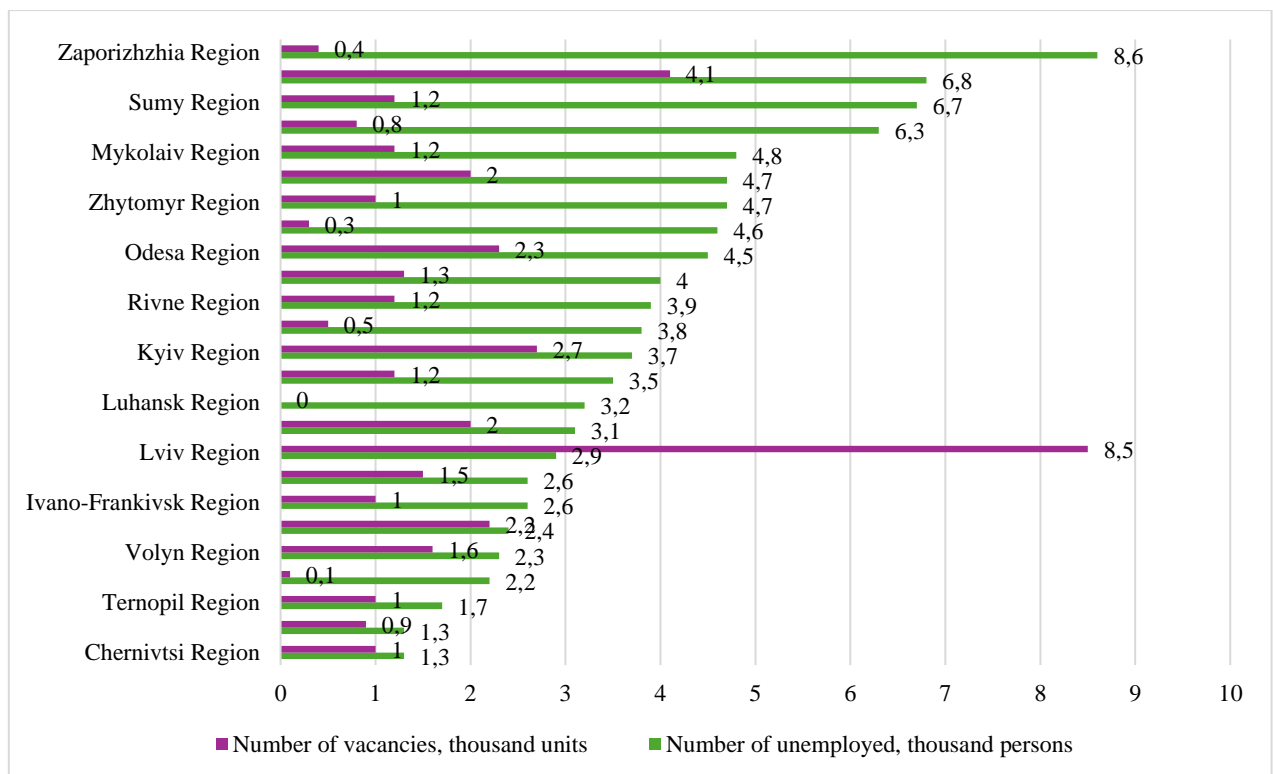


Figure 3.5. Level of demand and supply for labor in the regions of Ukraine at the beginning of 2024

Source: [37, 44]

Thus, analyzing the data from Figure 3.5, we can see an uneven distribution of labor demand and supply across different regions of Ukraine, primarily caused by military actions and the relocation of company assets. In the Lviv region, there is a labor shortage

of 8.5 thousand vacant positions, while in Zaporizhzhia there is an excess – 8.6 thousand unemployed. This uneven distribution leads to negative trends in the labor market and raises concerns in business circles, as in some regions there will be a lack of workers, while in others there will be a significant surplus of labor that cannot be utilized due to geographical distance. Additionally, one of the reasons for the widening gap between demand and supply is the increasing number of draft evaders among men, who intentionally avoid working. This is confirmed by the structure of the employed population by categories, which is shown in more detail in Figure 3.6.

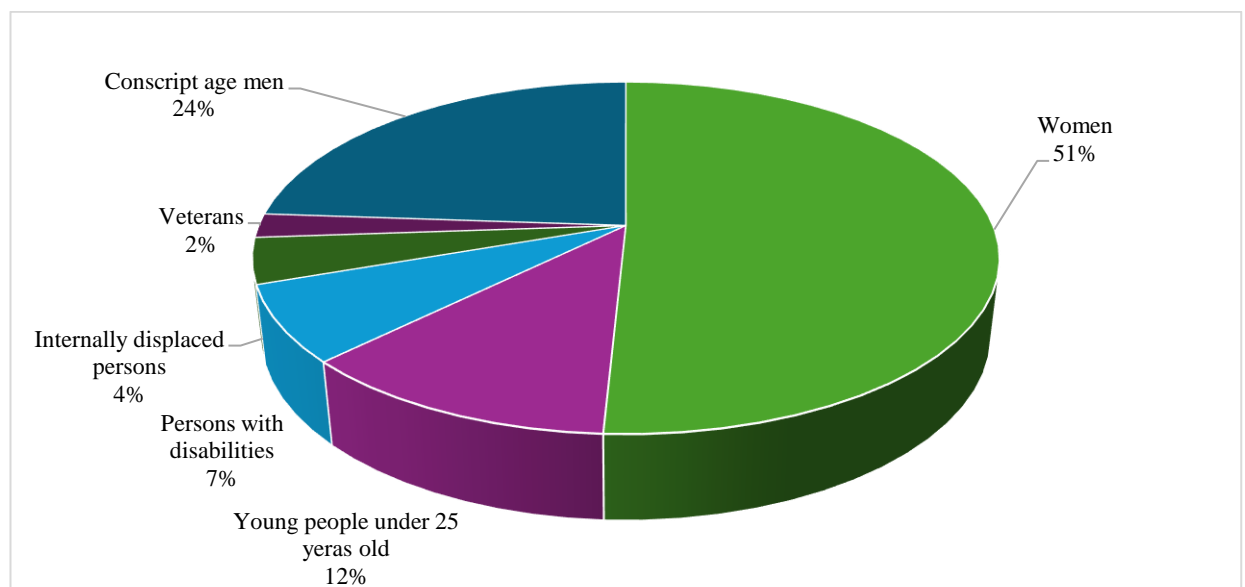


Figure 3.6. Employment structure by population categories at the beginning of 2024, %

Source: [1]

This diagram confirms that the majority of the employed population in the current reality consists of women, whose share is 51%, while the share of men of conscription age is 24%.

Therefore, LLC “Alium Prom” needs to develop an effective training program for newcomers, which will be part of their adaptation process within the company. By nurturing and training employees, the management of LLC “Alium Prom” not only gains qualified specialists but also loyal staff members.

Thus, it is suggested to present the mechanism for implementing the personnel management strategy of LLC “Alium Prom” in the context of technological development and labor shortage (Fig. 3.7).

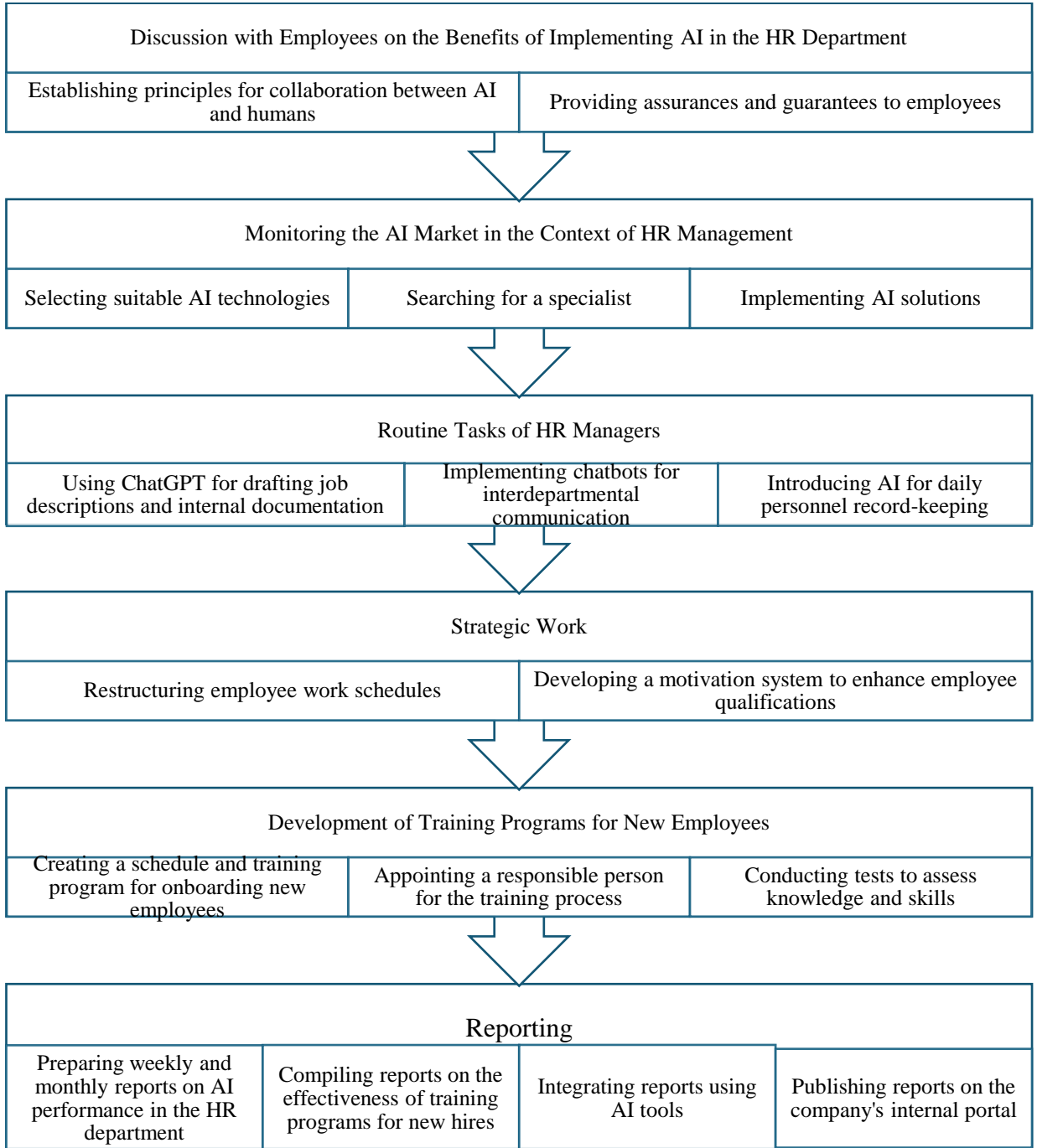


Figure 3.7. Mechanism for Implementing the Strategy of Innovative Personnel Management at LLC “Alium Prom”

Thus, the implementation of this strategy is proposed to begin with preparing the employees for the introduction of AI and explaining the advantages of its use. One of the main problems of integrating artificial intelligence into personnel management is the perception of this technology as a threat to replace HR managers. However, its goal is to take over routine tasks and allow managers to focus on strategic development issues at LLC “Alium Prom”. Therefore, we propose to define the general principles of AI in personnel management at LLC “Alium Prom” (Fig. 3.8).

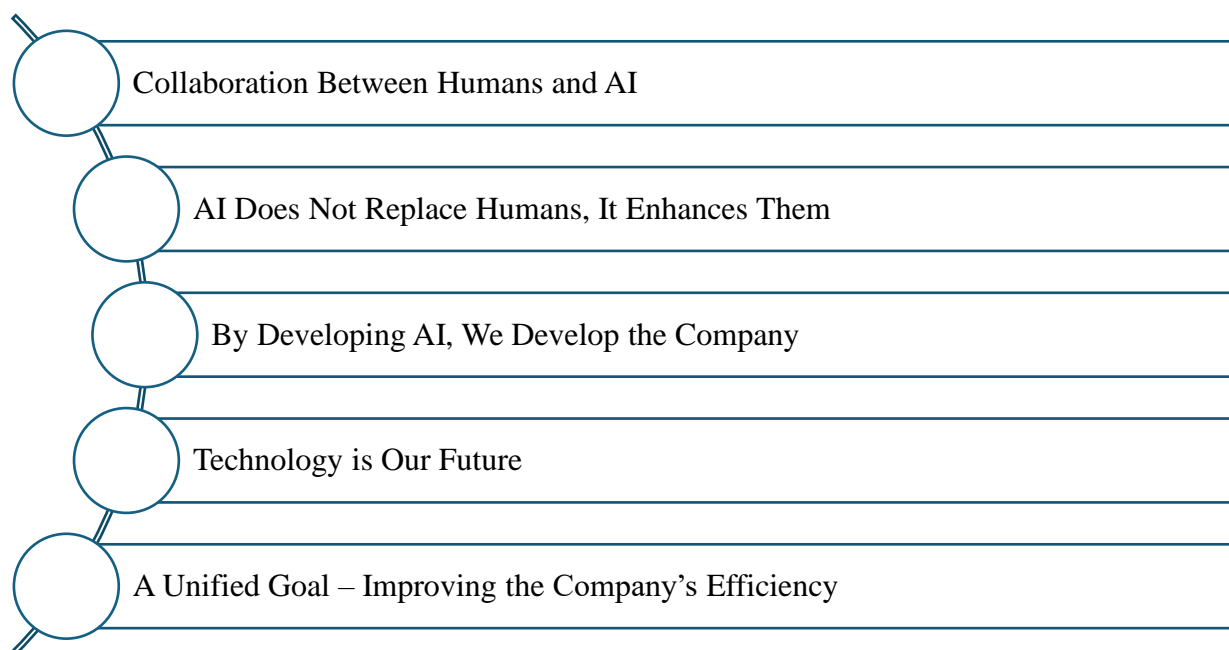


Figure 3.8. Key Principles of Implementing AI in Personnel Management Processes at LLC “Alium Prom”

Source: created by the author

Thus, the principles outlined above should form the foundation of the strategy, as employees of LLC 'Alium Prom' should not fear AI but strive for its implementation, and only then will the strategy be effective. Based on the practices of global companies, it has been proven that internal resistance to change is the primary reason why these changes prove ineffective and do not yield results for the company. If the personnel managers at LLC 'Alium Prom' resist the implementation of AI, they will not utilize its potential and will further burden themselves with additional work.

Next, it is proposed to assess the impact of AI implementation in personnel management on the stakeholders of the company, as shown in Figure 3.9.

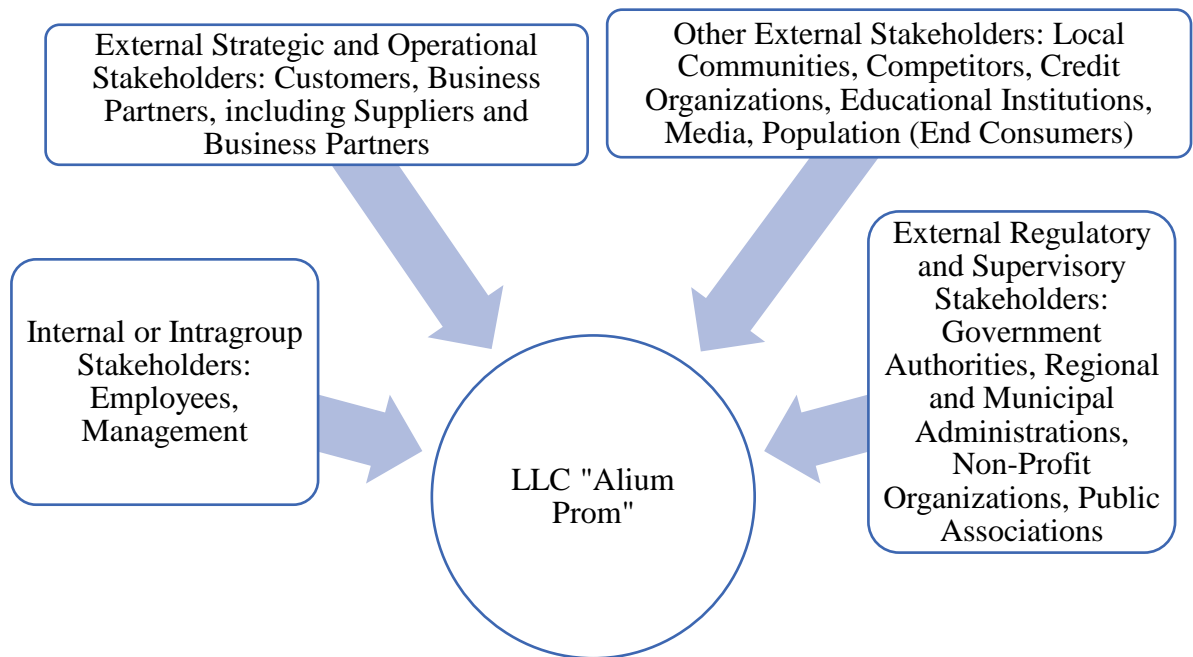


Figure 3.9. Stakeholder Group of LLC “Alium Prom”

Source: created by the author

In summary, the business environment of LLC “Alium Prom” may face its challenges and obstacles, but the implementation of AI technologies in personnel management is expected to positively affect the company's interaction with its stakeholders.

As mentioned above, for the company's employees, the introduction of AI will only bring positive aspects and will not mean their replacement by artificial intelligence. This message should be communicated to the employees through the introduction of AI implementation principles, which are detailed in Figure 3.7. The management of LLC “Alium Prom” must reassure its employees that this technology will in no way take away their jobs but will instead simplify the work and help accomplish tasks more efficiently, which will have a positive effect both for the employees and the company.

Next, we will examine the impact of AI implementation in personnel management on LLC “Alium Prom” cooperation with local authorities and non-governmental

organizations. The introduction of such technology into personnel management will position the company as an innovative one that integrates technologies and develops its employees, which will positively affect the company's image in governmental and public institutions. Today, governments around the world are gradually transitioning to e-governance, which helps minimize routine tasks and streamline processes for both public officials and the population. Table 3.2 presents the strategies of countries worldwide aimed at implementing AI in the public sector.

Table 3.2

Strategies of global countries for implementing artificial intelligence in the public sector

Country	Characteristics of AI Implementation Strategy
Canada	The Canadian government allocated 125 million dollars in 2017 for the creation of the Pan-Canadian Artificial Intelligence Strategy, promoting various initiatives in both education and business sectors.
The United Arab Emirates (UAE)	The UAE government introduced a strategy for implementing AI by 2031, aimed at encouraging investments in AI technologies and creating tools to enhance the efficiency and effectiveness of public administration.
France	In France, a digital strategy called "For a Reasoned Artificial Intelligence" was launched in 2018, with the main goal of preparing the country for the future.
South Korea	South Korea developed an AI implementation plan aimed at creating an intelligent, human-centered society, making citizens the key participants in the new era.

Source: [24, 99]

Therefore, AI-based technology can automate routine bureaucratic processes in timeframes that are beyond human capability when performing equivalent cognitive tasks, and reduce the level of corruption, which is especially relevant for Ukraine.

This is why the implementation of AI technology in personnel management at "Alium Prom" will also positively impact the overall image of our country.

Next, we will determine the impact of AI on "Alium Prom's" collaboration with its partners and suppliers. In fact, such implementation will have a positive effect on the company's image and its position among its partners and suppliers. It is also quite possible

that they too will want to gain the relevant experience and integrate AI into their personnel management.

As for competitors, the implementation of AI at “Alium Prom” will improve the company’s competitiveness, as the successful integration of AI in personnel management will enhance the company’s image and improve its market position. As research from international companies shows, the implementation of AI in personnel management positively influences the company’s image in the market and its financial situation.

Overall, the impact of AI in personnel management on “Alium Prom's” relations with external stakeholders will be positive, as the global business world is adapting to an ever-changing environment and integrating these changes into its business processes. This also applies to AI technologies, which, although they might seem like a threat to replace humans with machines today, will be successful in the future. AI was created to simplify and standardize business processes so that managers would have more free time to focus on strategic directions in management.

Thus, the implementation of AI in personnel management at “Alium Prom” will have only positive outcomes for the company’s stakeholders, leadership, and management.

The proposed innovative personnel management strategy aims to simplify the work not only for “Alium Prom's” HR managers but also for the rest of the company’s employees. An integral part of this strategy is the development of a training program for new employees and the creation of the most comfortable conditions for their growth and development.

3.2. Development of an improved personnel management system for LLC “Alium Prom” and ways of its implementation

This section proposes a more detailed description of the strategy we have suggested and an analysis of its components. First and foremost, it was proposed to implement AI technology in personnel management, which will minimize the routine work of HR managers and provide them with more time to develop strategic directions in personnel management.

Based on the analysis of the market for AI technologies in the field of personnel management, it was determined that the most suitable platform for the companies under study would be the digital platform HiBob, which has gained popularity in the market and includes tools like ChatGPT and specialized software. Figure 3.10 shows the costs of HiBob, depending on the number of employees, which amount to 253 UAH per employee per month [62] as of November 2024.

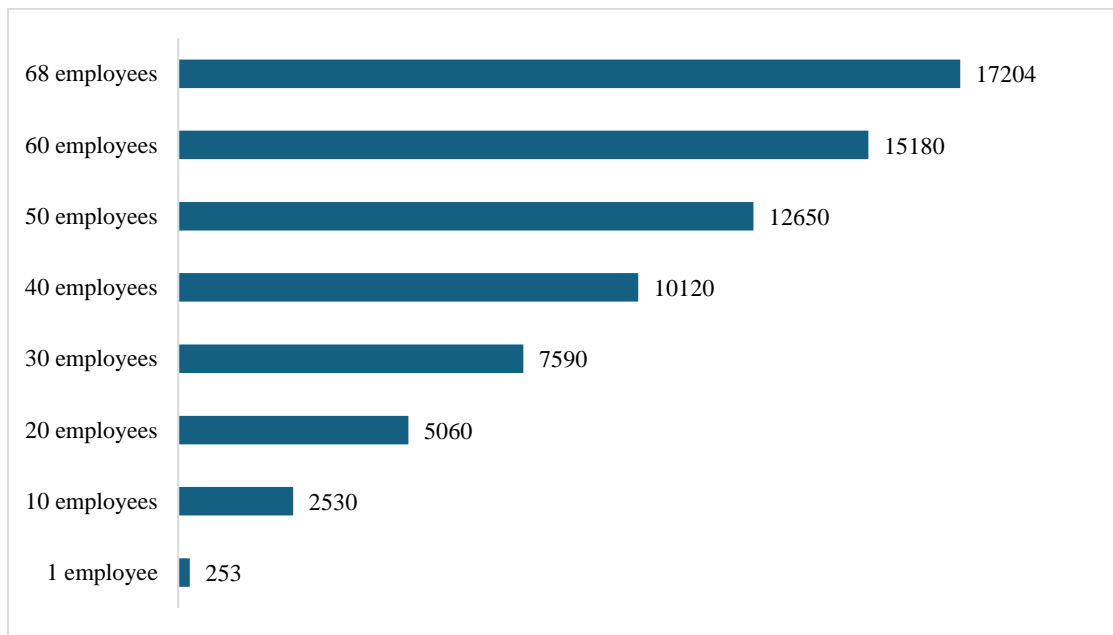


Figure 3.10. The monthly cost of the HiBob platform for LLC “Alium Prom”, UAN
Source: created by the author

Thus, we can see that the monthly cost of the program for LLC “Alium Prom” will be 12,204 UAH, and the annual cost will amount to 146.5 thousand UAH, which are not very large and acceptable expenses for the company, and in the future, they will pay off and bring results that will exceed the funds spent on implementing the program. Next, it is proposed to define the main tasks that will be assigned to HiBob in personnel management at LLC “Alium Prom”(Fig. 3.11).

Thus, we propose to take a closer look at the main functions of HiBob in personnel management and identify the key advantages that LLC “Alium Prom” will gain from implementing this program.

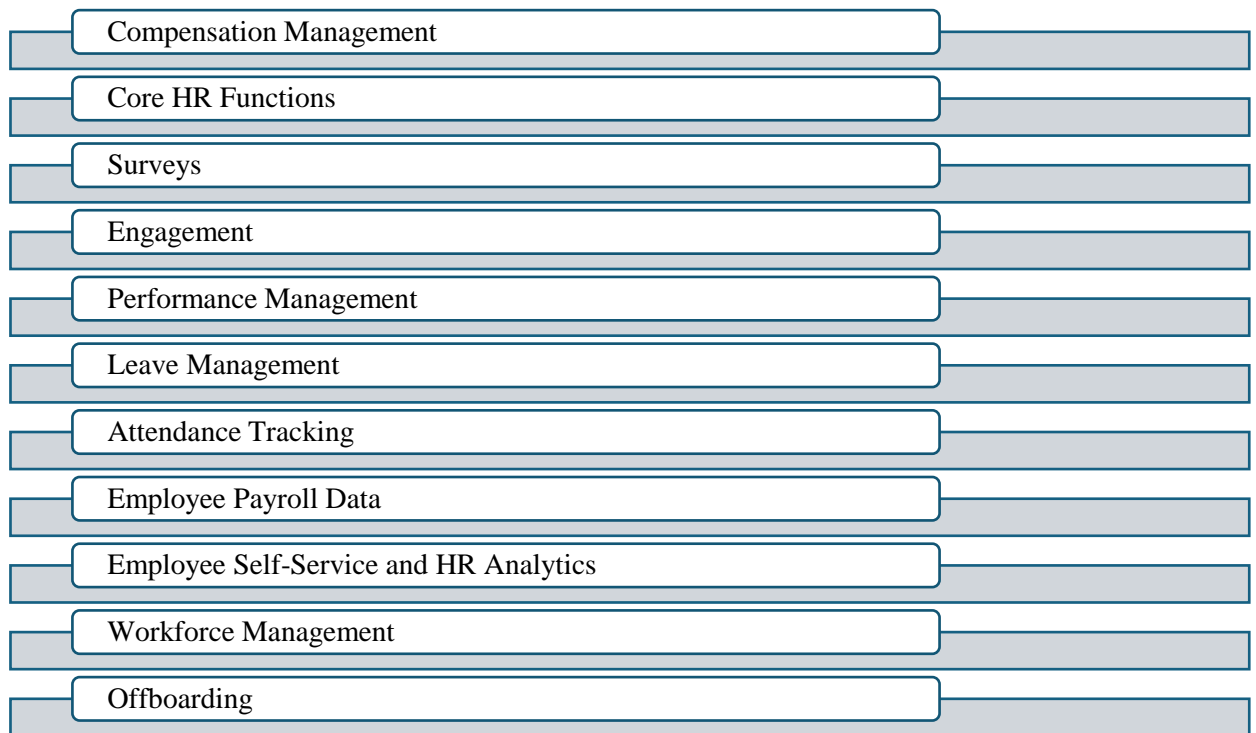


Figure 3.11. List of HiBob tasks in the personnel management system of LLC “Alium Prom”

Source: created by the author

The program we propose allows tracking key performance indicators of personnel, such as headcount, absenteeism, and retention. With the help of AI, it automatically processes vacations and adapts functions such as onboarding. The HR manager no longer needs to spend time introducing a new employee to the company and team — HiBob will handle all of that. This platform also offers a dynamic performance management system, which includes 360-degree evaluations, goal setting, and feedback. HiBob supports talent development and career growth, as it clearly knows which employees are the most effective in their roles.

The platform will allow the HR managers of LLC “Alium Prom” to conduct various types of employee surveys to determine their psychological state and readiness to work at the company. Additionally, it tracks working hours and manages vacations according to the laws of the country where the company is located.

Having identified the positive advantages of using HiBob in overall personnel management, we propose integrating recruitment software based on the HiBob platform,

such as creating a chatbot that will handle the search for candidates and analyze resumes available on Ukrainian labor market platforms. The chatbot will also be responsible for posting relevant resumes. The annual cost of the chatbot is shown in Figure 3.12, although this cost does not depend on the number of resumes processed.

For the researched company, we decided to choose the “Olivia” chatbot, with an annual cost of 14,112 UAH.

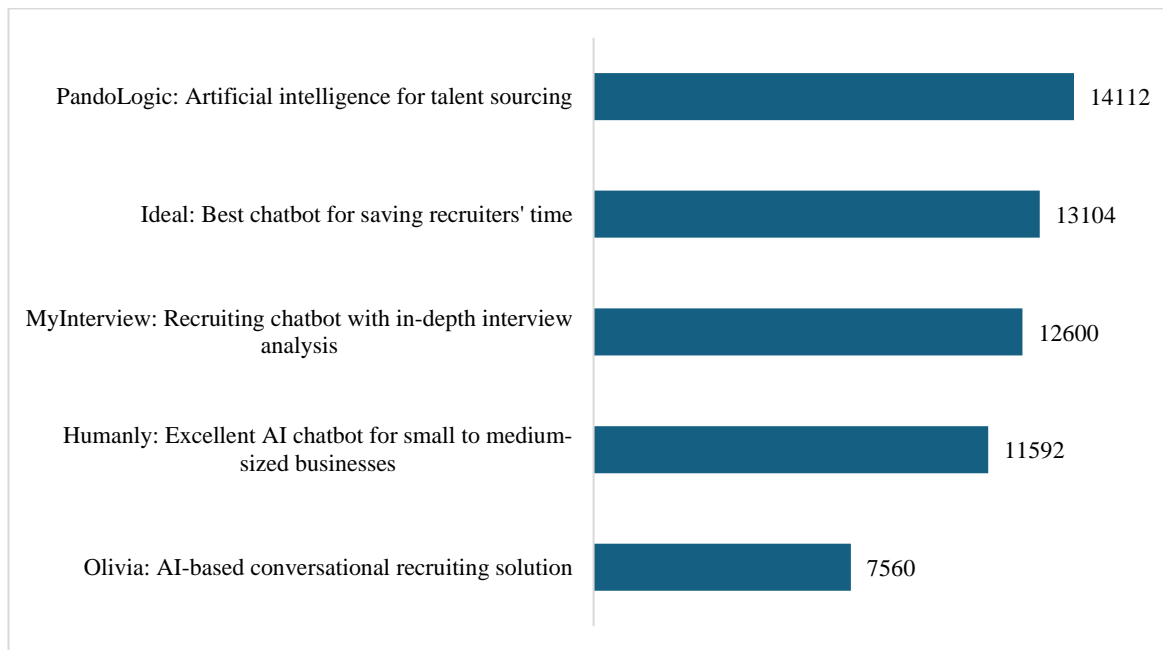


Figure 3.12. Annual cost of recruitment chatbots for LLC “Alium Prom”, UAN

Source: created by the author

The proposed digital platform aims to fully digitalize all human resources management processes and significantly reduce routine tasks to a minimum. Through the use of a chatbot, internal communication between employees will take place, informing them about various company events, wishing employees a happy birthday, and even collecting funds for various needs (such as supporting employees whose relatives are in the hospital, or employees serving in the armed forces, etc.).

Figure 3.13 shows the main tasks of the “Olivia” chatbot in the human resources management system.

Thus, the implementation of "Olivia" will help the HR department save time spent on resume searches, which currently takes up more than half of their time, especially when hundreds of resumes are available on the market. While "Olivia" will handle posting, searching, and sorting resumes, the HR manager will focus on developing strategies for the company's growth in terms of its workforce.

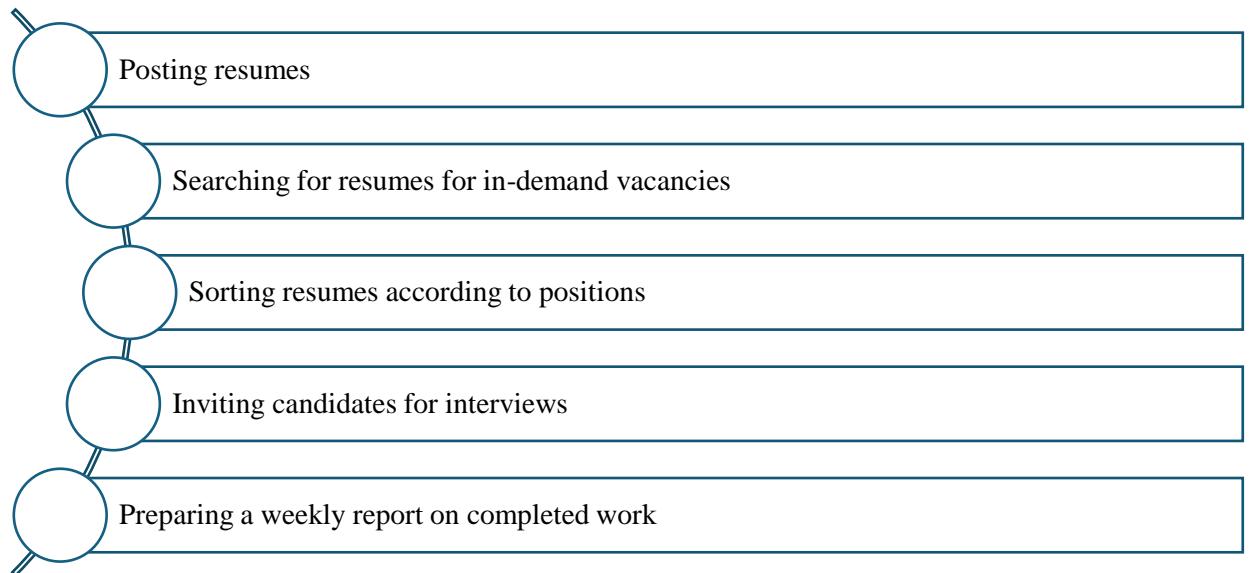


Figure 3.13. List of main tasks of the "Olivia" chatbot in the context of recruitment
Source: created by the author

Therefore, as HR managers will have enough free time to focus on strategic personnel management issues at LLC "Alium Prom", it has been decided to reorganize the work schedule of employees, following the successful practices of global companies, which are detailed in Table 3.3.

Therefore, despite all the skepticism and dissatisfaction that companies faced at the beginning of transitioning their employees to a 4-day workweek, they not only managed to maintain their profits but also increased them. In addition, the companies gained happy employees who were completely satisfied with their work and enjoyed a three-day weekend.

This practice of international companies is exactly what is proposed to be implemented at LLC "Alium Prom", and in the next section, we will determine the amount of savings the company will achieve from adopting this work schedule.

Table 3.3

Characteristics of the experience of global companies in transitioning employees to a 4-day workweek

Company	The experience of a 4-day workweek
Bolt	In 2022, the company introduced a 4-day workweek for all employees while maintaining full pay. The goal was to improve work-life balance and increase productivity, which was ultimately achieved, as the company never reverted to the traditional schedule.
Microsoft (Japan)	In 2019, Microsoft's Japanese division adopted a 4-day workweek, and the attempt was so successful that the company's leadership decided to continue the policy and even considered implementing it in other branches.
Perpetual Guardian	The company initially introduced the policy as a trial and experienced a 20% increase in productivity. Employees were more productive during the 4-day workweek compared to the traditional one, leading management to decide on a full transition to a 4-day schedule for all employees.
The Financial Diet	A media company began testing the 4-day workweek in July 2021. The success of this policy resulted in a complete transition to the shortened schedule. Benefits included increased company revenue and higher employee satisfaction levels.
Volt Athletics	Volt adopted a 4-day workweek in 2020, with around 96% of employees reporting that their productivity either remained the same or improved under the shorter schedule. The company reduced the required working hours by 20%, and no employees felt this negatively impacted overall productivity.

Source: created by the author

The benefits for employees from the optimized work schedule are shown in Figure 3.14.

Thus, both employees and LLC "Alium Prom" will benefit from transitioning to a 4-day workweek, which is the main goal of the proposed strategy.

When analyzing the number of working hours and comparing it with productivity, it was determined that it would be beneficial to transition employees to a 4-day workweek

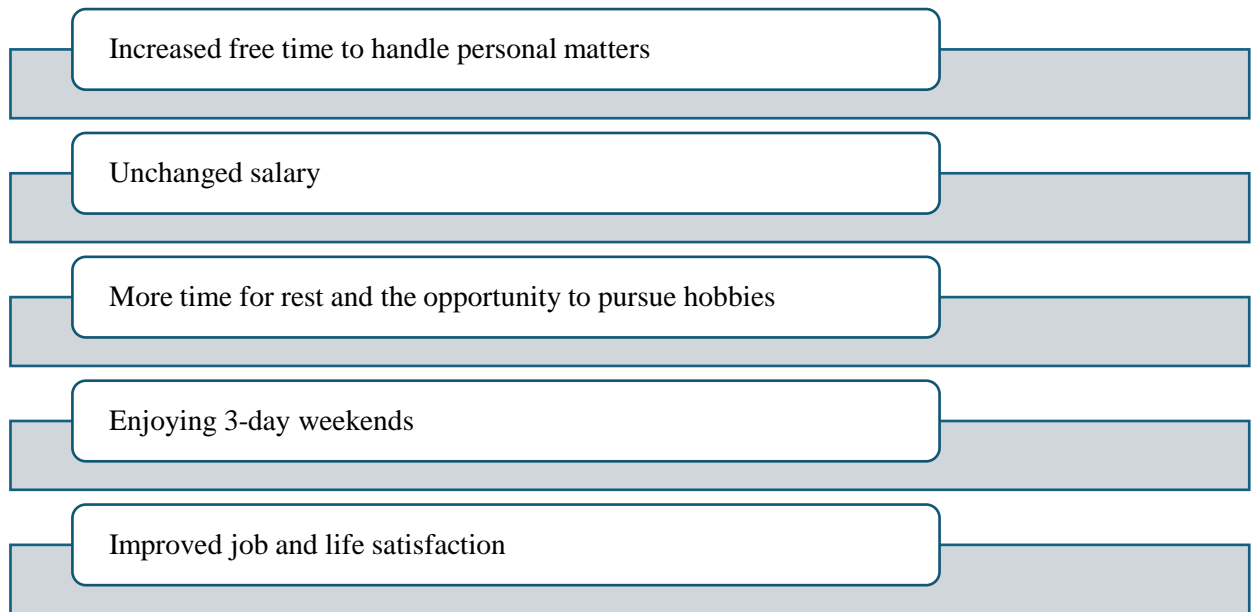


Figure 3.14. Description of the main benefits for the employees of LLC “Alium Prom” from transitioning to a 4-day workweek.

Source: created by the author

by adding 1.5 hours to each day. This way, the company will reduce the workweek from 40 hours to 38 hours, thus cutting the working hours by 2 hours per week. Additionally, by transitioning employees to a 4-day work schedule, the companies under study will save on transportation costs for employees, which averages 85 UAH per day. Moreover, by reducing the number of hours, the company will also save on electricity costs, as employees will still complete their work in less time but will use less electricity. On average, the company spends 150 kWh per month, which amounts to 3.75 kWh/hour of working time. As the cost of 1 kWh is 528.57 UAH [50], the company will save on electricity as well.

Next, it is proposed to outline the idea for training new employees at LLC “Alium Prom”. The program will involve the company’s HR manager and an employee who has been with the company the longest and knows all the business processes, who will be appointed as the mentor. The training program will include an introduction to the history and products of LLC “Alium Prom”, as well as specific details about the employee's department and role. In Figure 3.15, we propose to outline the training program for new employees, which will take place over a 2-week period, running concurrently with their adaptation to the new workplace.

Thus, this training program will be effective, as the employee will have two weeks to determine if the job suits them, while the company management can assess the employee's work and interest, ultimately saving the company money. If the employee is unwilling to learn and work, and the company spends money on their integration, it will be more cost-effective to conduct this 2-week program to evaluate the potential employee's capabilities.

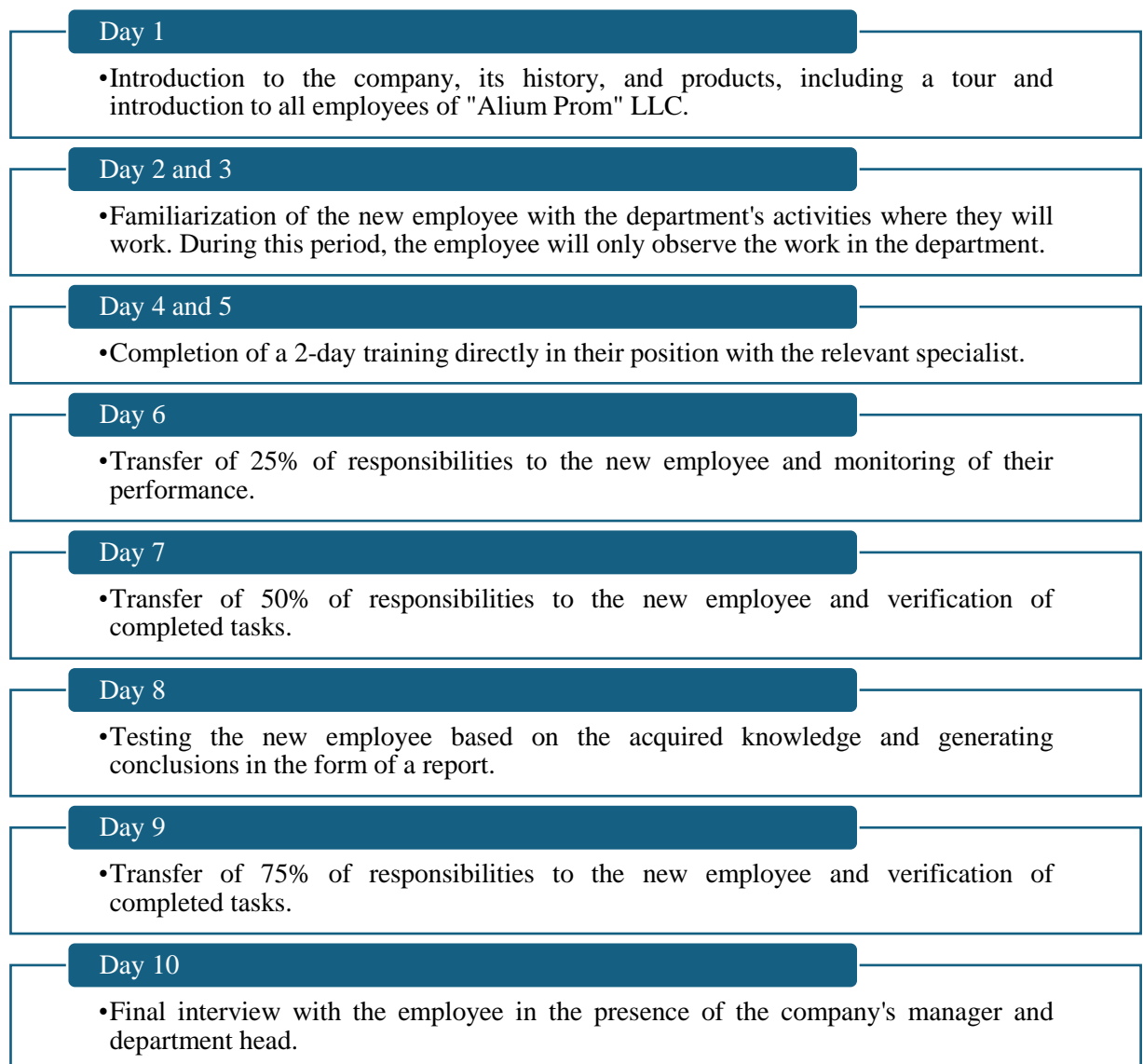


Figure 3.15. Training Program Schedule for New Employees of LLC “Alium Prom”

Source: created by the author

The costs for implementing this program will amount to 1,000 UAH per month (12,000 UAH per year), as the company will need to pay an employee for the time spent

on partially overseeing the training of a new employee. As for the personnel manager, no additional payment is necessary, as this task is part of their regular duties.

In conclusion, we propose to examine the final stage of the innovative personnel management strategy – the creation of reporting for the management of LLC “Alium Prom”. The reports will be conducted in three different areas, which are detailed in Figure 3.16.

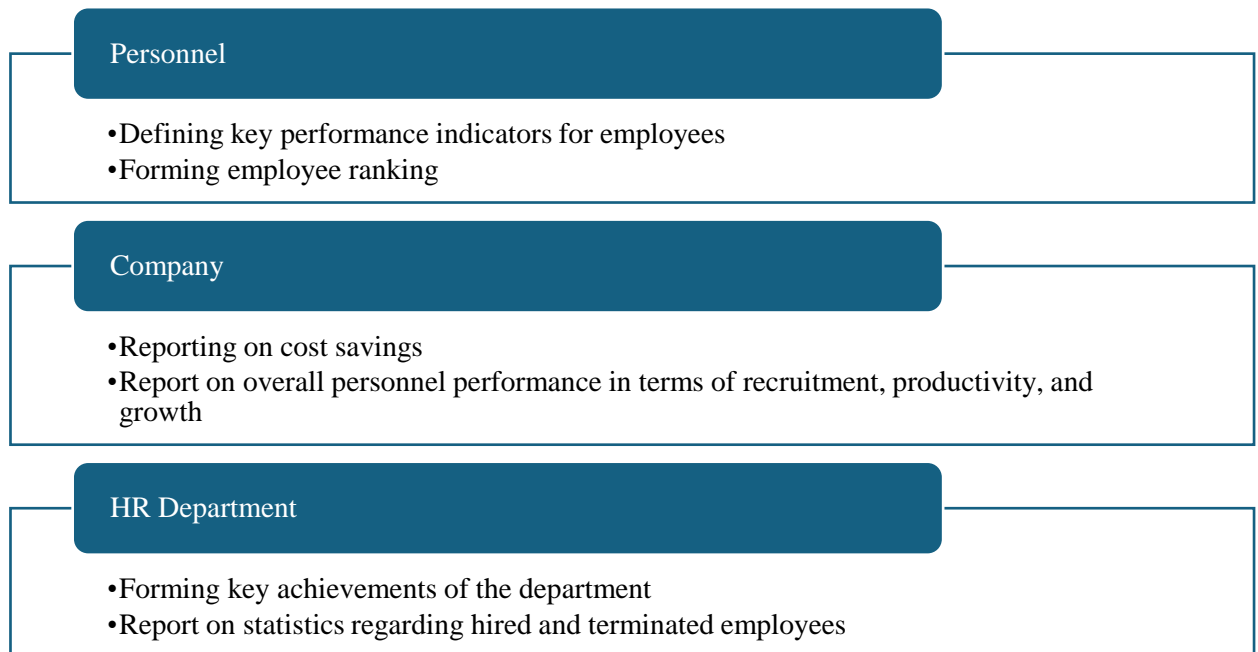


Figure 3.16. Description of the reporting areas of the innovative personnel management strategy at LLC “Alium Prom”

Source: created by the author

The goal of the strategy can be considered as the comprehensive satisfaction of the interests of all three stakeholders: the company, the human resources department, and the employees. Only when all three parties receive what they want can the strategy be considered effective. For LLC “Alium Prom”, it is important to increase employee productivity and profitability, while the HR department seeks stable salaries and a reduction in routine tasks. For employees, the goal is to reduce working hours while maintaining the same salary, which is taken into account in the proposed strategy.

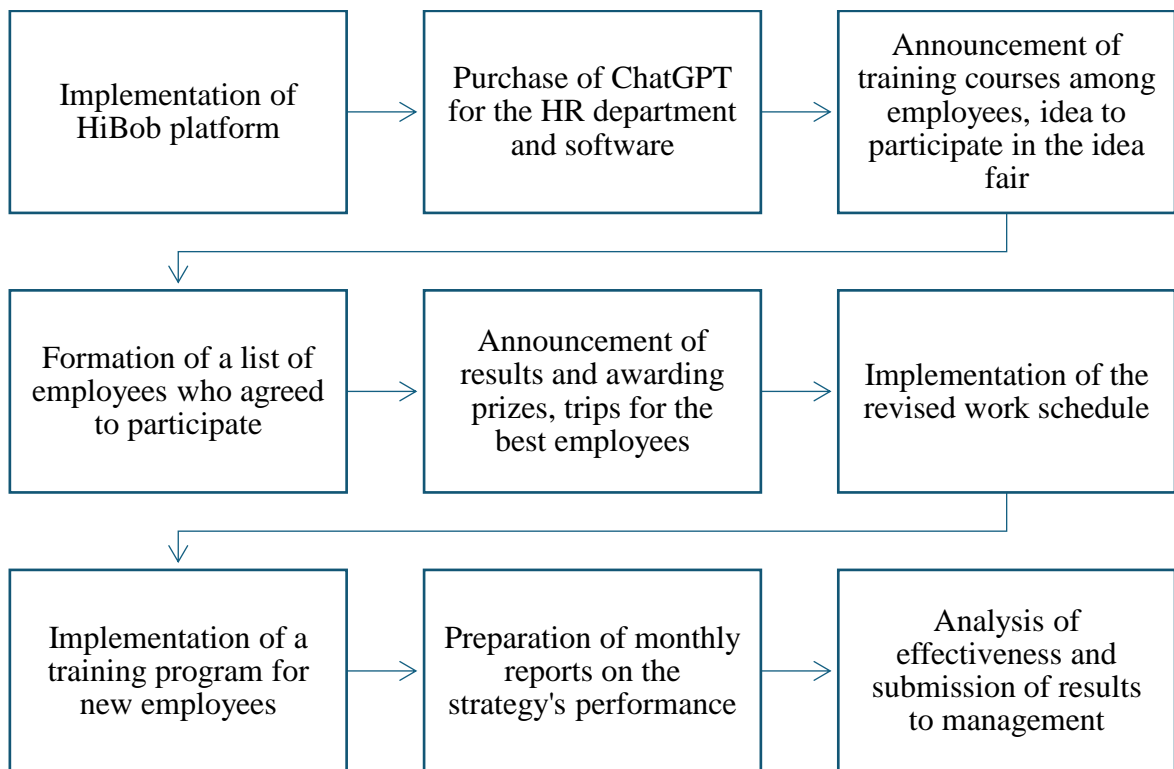


Figure 3.17. Flowchart for the Implementation of the Innovative Personnel Management Strategy at LLC “Alium Prom”

Source: created by the author

Therefore, after a more detailed examination of our strategy, we propose to present an implementation plan using a flowchart (Fig. 3.17).

Table 3.4

Costs of implementing the innovative personnel management strategy at LLC “Alium Prom”

Event	Expenses, UAN
4-day work schedule for employees	0
Purchase of HiBob and software	146448
Purchase of Olivia chat-bot	7560
Expenses for implementing the company's employee training program	12000
Total expenses	166008

Source: created by the author

This chart outlines the gradual implementation of the key elements of the strategy into the activities of the analyzed company, with the aim of producing a report on their effectiveness, both for the platform and the employee training program.

Finally, it is proposed to analyze the costs that each of the analyzed companies will incur when implementing the proposed strategy (Table 3.4).

Therefore, the costs of implementing the innovative personnel management strategy at LLC “Alium Prom” will amount to 166,000 UAH, which is relatively a small expense compared to the company's net profit (Fig. 3.18).

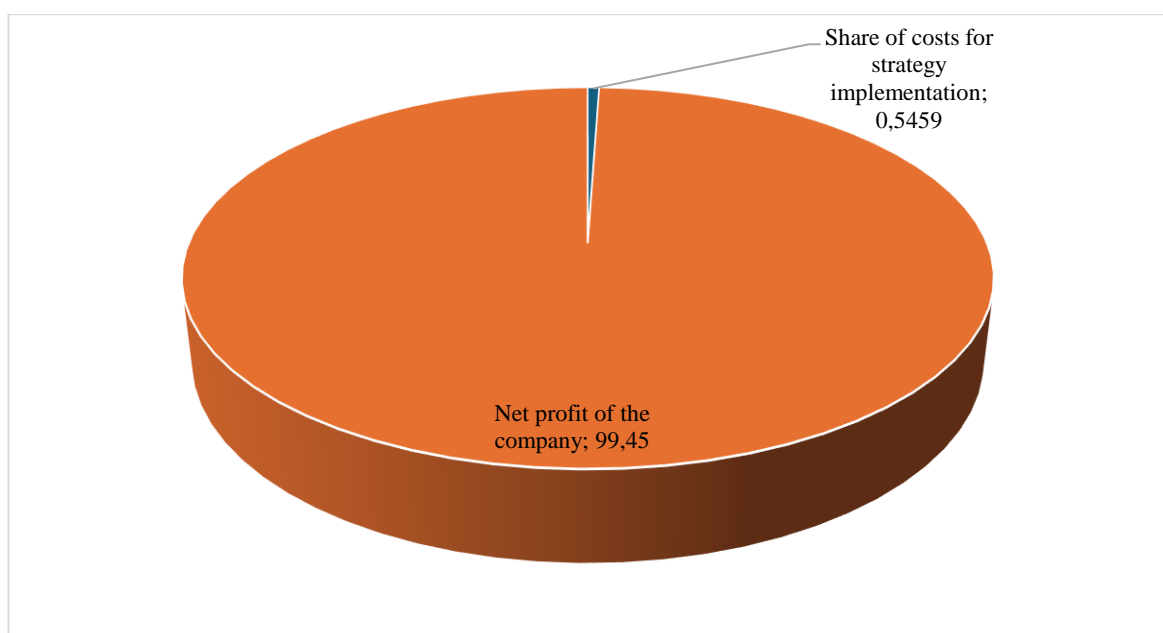


Figure 3.18. Share of expenses for the innovative personnel management strategy at LLC “Alium Prom” in net profit, %

Source: created by the author

As shown in Figure 3.18, the expenses for the innovative personnel management strategy at LLC 'Alium Prom' amount to 0.55%, which is quite acceptable for the company's management. Therefore, a more detailed analysis of the strategy's impact on the company's performance and financial indicators follows.

3.3. Assessment of the Effectiveness of the Proposed Measures

To begin, we propose to demonstrate the impact of the implemented HiBob platform on LLC “Alium Prom”. It has been determined that this platform has positively influenced communication among employees and their overall productivity, ultimately leading to an increase in petroleum product output. Thus, the cost savings resulting from the implementation of the HiBob platform are presented in Figure 3.19.

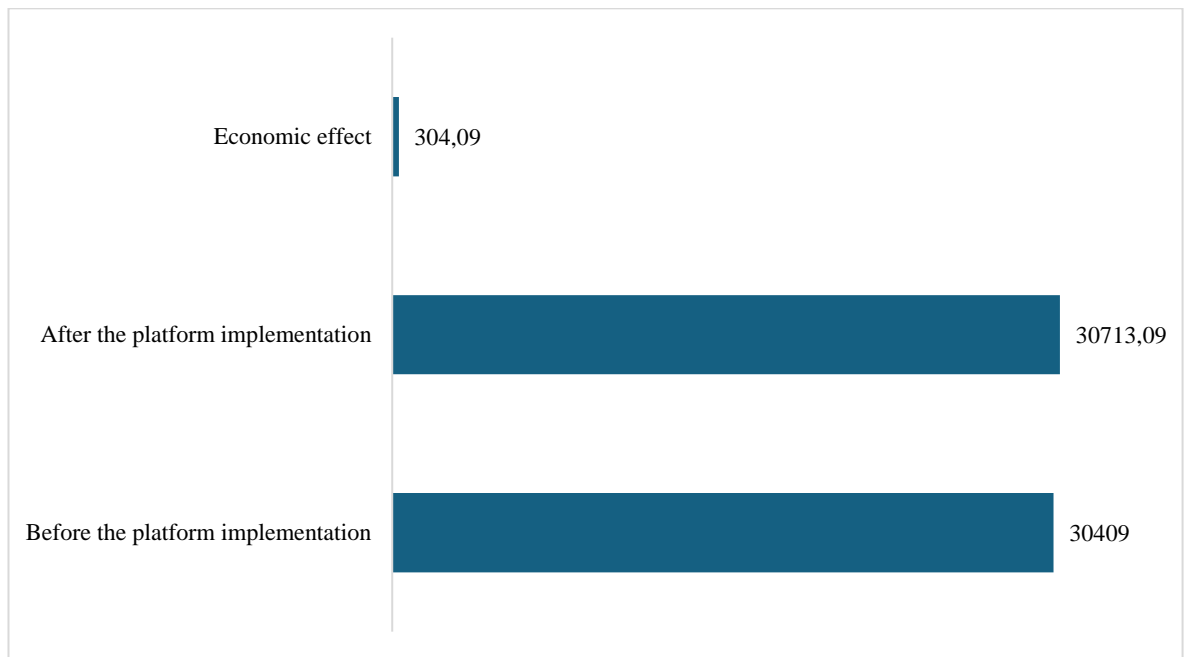


Figure 3.19. Economic Impact of Implementing HiBob in Personnel Management at LLC “Alium Prom”, UAN

Source: created by the author

Thus, after the implementation of the platform, the overall productivity of employees increased by 1%. Enhanced communication between departments led to reduced downtime in petroleum processing and minimized delays in raw material delivery. As a result, this positively impacted the company’s overall performance, allowing LLC “Alium Prom” to achieve savings of UAH 304,090.

Next, we will analyze the effect LLC “Alium Prom” will experience from adopting the restructured work schedule and transitioning employees to a 4-day workweek. It was determined that the company would save the cost of two hours per employee per week,

valued at UAH 150/week. Additionally, the company will not incur energy costs for those two hours (3.75 MW/hour, amounting to UAH 3,964.3 for two hours). Figure 3.20 illustrates the annual savings LLC “Alium Prom” will gain from transitioning employees to a 4-day workweek.

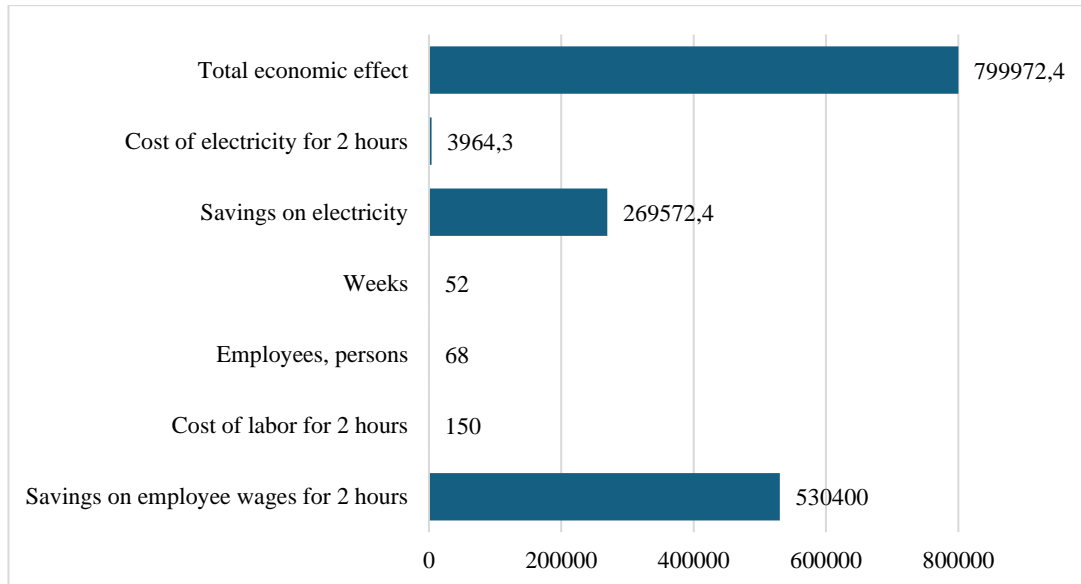


Figure 3.20. Economic Effect of Transitioning LLC “Alium Prom” Employees to a 4-Day Workweek Over One Year, UAH

Source: created by the author

Thus, we can observe that LLC “Alium Prom” will achieve significant benefits from transitioning employees to a 4-day workweek, which will effectively offset the costs of implementing the overall innovative personnel management strategy. The annual savings from this transition amount to UAH 800,000. The cost savings from one day are particularly crucial for the company and also provide substantial advantages for the employees.

Next, we propose to analyze the economic effect of introducing 'Olivia' into the HR department of LLC “Alium Prom”. Olivia can replace one HR department employee by handling tasks such as candidate searches, publishing resumes, and analyzing data on potential employees. The efficiency calculations will be based on replacing only one employee in the department. It is important to emphasize that this employee should not be dismissed but rather reassigned to another department with an open position, as LLC

“Alium Prom” is currently experiencing a notable workforce shortage. The economic effect of implementing 'Olivia' for LLC “Alium Prom” is presented in Figure 3.21.

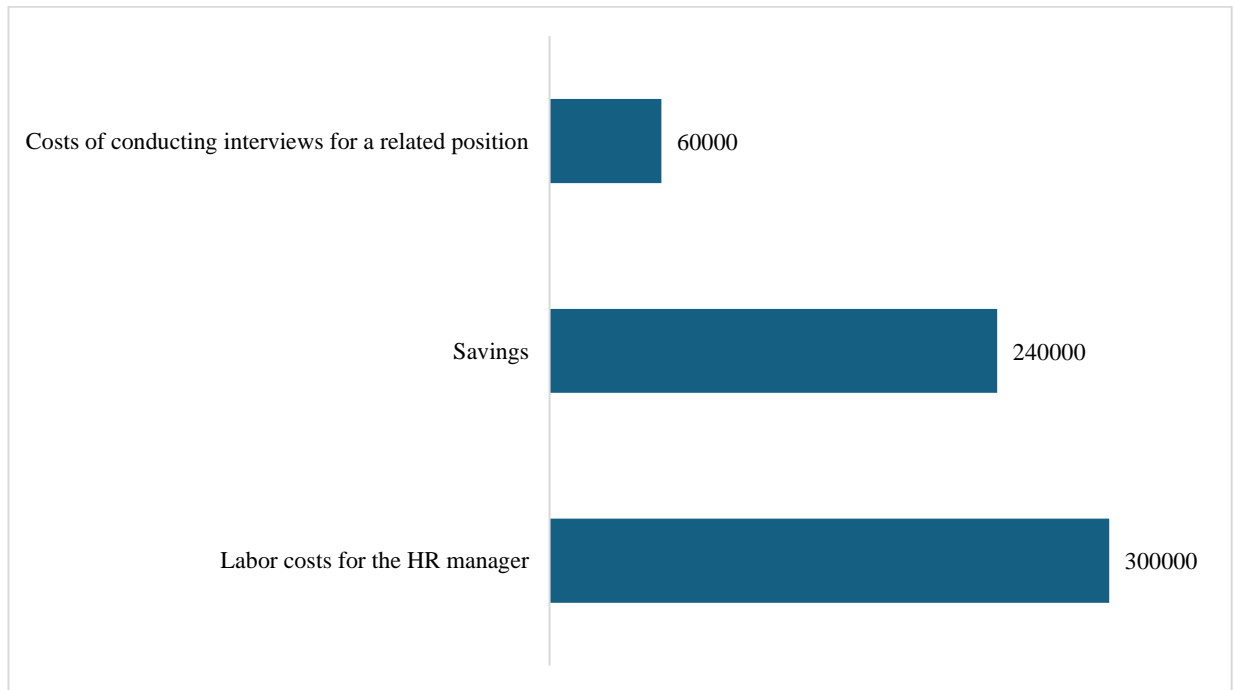


Figure 3.21. Annual Economic Effect of Implementing “Olivia” in the HR Department of LLC “Alium Prom”, UAN

Source: created by the author

Analyzing the data in Figure 3.21, it can be noted that the company will pay an additional 25% to the HR department employee responsible for conducting interviews with candidates sourced by 'Olivia.' It has been determined that LLC 'Alium Prom' will achieve savings of 240,000 UAH from implementing 'Olivia' in the HR department. These savings will not only cover the implementation costs but also generate additional income for the company, which can be reinvested in the growth and development of its employees.

Next, it is proposed to analyze the effectiveness of the training program for new employees. Research indicates that finding one employee costs the company 3,500 UAH, which includes expenses for posting job advertisements, additional payments to staff involved in onboarding the new employee, and other related costs. With an employee turnover rate of 10-20 people per year, the company is incurring unnecessary expenses. The proposed training program will eliminate these costs, as within two weeks, company

management, the HR manager, and the employee will be able to determine whether the employee is a good fit for the company and vice versa (Figure 3.22).

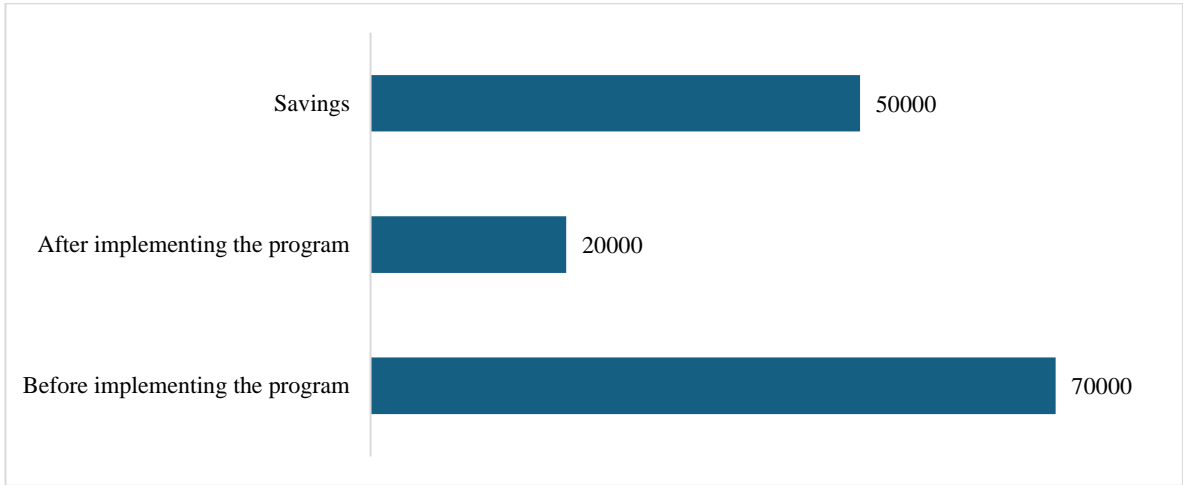


Figure 3.22. Annual Economic Effect of Implementing the New Employee Training Program at LLC “Alium Prom”, UAN

Source: created by the author

Thus, analyzing the data in Figure 3.22, it is evident that the company will achieve an annual savings of UAH 50,000, which can be used to purchase gifts for its employees for St. Nicholas Day, thereby fostering a positive attitude among staff towards their work.

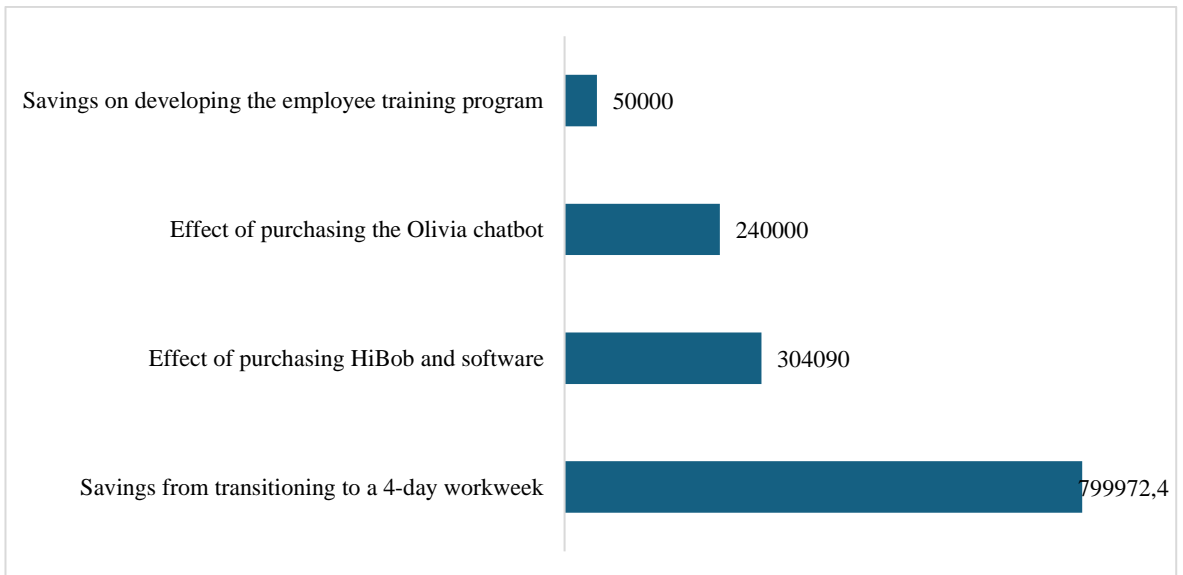


Figure 3.23. Annual Economic Effect of the Intelligent Personnel Management Strategy for LLC “Alium Prom”, UAN

Source: created by the author

Next, we propose determining the overall economic effect the company will gain from implementing the intelligent personnel management strategy (Figure 3.23).

Table 3.5

Net economic effect of implementing the intelligent personnel management strategy for LLC “Alium Prom”

Event	Expenses, UAN	Economic effect, UAH	Net economic effect, UAH
4-day work schedule for employees	0	799972,4	799972,4
Purchase of HiBob and software	146448	304090	157642
Purchase of Olivia chat-bot	7560	240000	232440
Expenses for implementing the company's employee training program	12000	50000	38000
Total expenses	166008	1394062,4	1228054,4

Source: created by the author

It can be noted that LLC “Alium Prom” will achieve a million-dollar effect from the implementation of the proposed strategy. However, to determine the net economic effect (minus the costs of the strategy), it is suggested to compare the expenses with the expected results from the intelligent personnel management strategy (Table 3.5).

Table 3.6

The impact of the intellectual personnel management strategy on the financial performance of LLC “Alium Prom”

Indicators	Before implementing measures	After implementing measures	Deviation, thousand UAH
1	2	3	4
Net income (revenue) from product sales	4 870 789	5016912,67	146 124
Gross profit	411 896	420133,92	8 238
Net profit	30 409	30713,09	304

Source: created by the author

Thus, it can be noted that the most effective measure of the implemented strategy is the transition of the company's employees to a 4-day workweek and the maximum benefits derived from this decision. In total, the net economic effect will amount to 1.2 million UAH, which is nearly ten times greater than the costs of this strategy.

It was also investigated that the implementation of the intelligent personnel management strategy in LLC “Alium Prom” will lead to a 3% increase in revenue from sales, a 2% increase in gross income, and a 1% increase in net income, as shown in Table 3.6. The forecasted analysis of these indicators is presented in Figure 3.24.

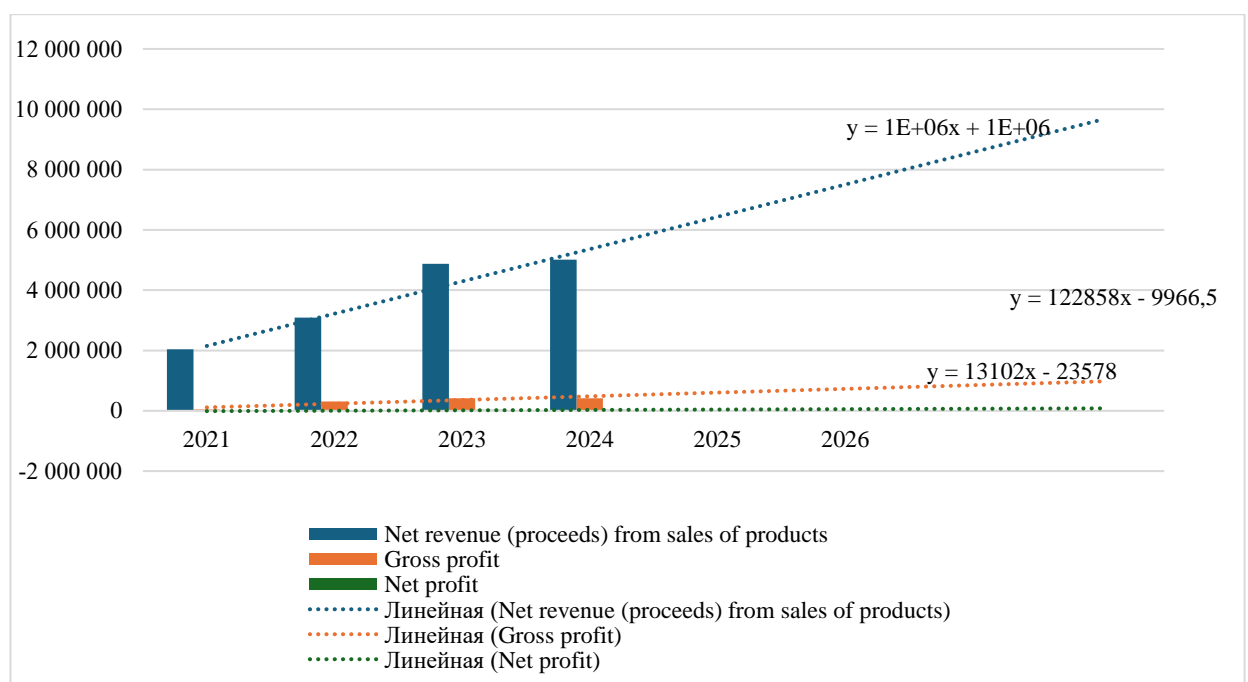


Figure 3.24. Forecasting the financial performance of LLC “Alium Prom”, thousand UAN

Source: created by the author

Thus, we can see that with the implementation of this strategy in the personnel department of LLC “Alium Prom”, the overall productivity of employees has increased, which has positively impacted the financial performance of the company. The revenue from sales is expected to increase by 146,124 thousand UAH, gross profit by 8,238 thousand UAH, and net profit by 304 thousand UAH.

In conclusion, it should be noted that with the implementation of the intellectual personnel management strategy, LLC “Alium Prom” will have an effective personnel management system, thereby improving the overall productivity of its employees and boosting their morale, which will ultimately have a positive impact on the company's financial results. The management of LLC “Alium Prom” should focus on developing its employees by creating comfortable and convenient working conditions, easing their work through the implementation of technologies, and minimizing stress by increasing the number of days off. Such a loyal attitude towards personnel is the key to the success of LLC “Alium Prom” in the market, as employees are the company's most valuable resource. Without qualified personnel, the company simply cannot exist in the market.

CONCLUSIONS

According to the results of the conducted research, the qualification work reveals and summarizes the theoretical foundations of holistic (systematic) personnel management, the specifics and differences of personnel management methods in the domestic management system compared to global experience, approaches and methods for building systems to stimulate personnel creativity in entrepreneurial and innovative activities using the example of “Alium Prom” LLC. The general concepts of personnel, personnel management, and holistic personnel management are defined, and the Ukrainian personnel management model is compared with foreign models.

The completion of this qualification work led to achieving the previously set tasks. As a result, the following were performed:

- the concepts of personnel and personnel management were examined;
- the concept of holistic personnel management was revealed;
- the specifics and differences of personnel management methods compared to global experience were identified;
- approaches and methods for building systems to stimulate personnel creativity were studied;
- a general characterization of “Alium Prom” LLC was provided;
- the personnel management system of “Alium Prom” LLC was analyzed;
- the current state of the personnel management system of “Alium Prom” LLC was assessed, and potential factors for its improvement were studied;
- recommendations were developed to improve the personnel development management system of “Alium Prom” LLC, taking into account the experience of foreign countries in this direction.

The analytical part of the work provides a general description of the researched company – “Alium Prom” LLC. It was established that “Alium Prom” LLC is a leading company in the oil refining industry that continuously invests in modern technologies to ensure compliance with environmental standards and enhance the sustainable development of its operations. Analyzing the activities of “Alium Prom” LLC, it should be noted that

the enterprise applies an effective management policy, as despite the wartime situation and the general crisis in Ukraine, the company managed to make a profit and improve its performance in 2023 compared to 2021. The management of “Alium Prom” LLC actively contributes to increasing employee productivity by providing job diversity in the form of opportunities for employees to gain new experiences, maintaining their motivation and interest, and broadening their knowledge in related fields.

The work analyzes the financial and economic characteristics of “Alium Prom” LLC, its competitiveness, and personnel management strategy. It also analyzes the business environment based on assessments of key competitive features, studies the impact of external factors on the company's activities using PEST analysis, and conducts a SWOT analysis of “Alium Prom” LLC. Based on the SWOT analysis, company problems and possible general proposals for their resolution were identified. Additionally, the structure and dynamics of personnel, staff turnover, and the motivation system for employees were analyzed. The efficiency of personnel management, including productivity and profitability of employees at “Alium Prom” LLC, was examined. During the analysis of the personnel management system at “Alium Prom” LLC, shortcomings in the use of technology and automation were identified.

Based on the analysis of the current personnel management system at “Alium Prom” LLC, problems and shortcomings were identified. Recommendations were proposed to address them:

- improving the personnel management strategy of “Alium Prom” LLC by integrating artificial intelligence;
- restructuring the employee work schedule from a 5-day to a 4-day workweek;
- introducing a two-week training program for new employees;
- preparing reports for the management of “Alium Prom” LLC regarding the proposed personnel management strategy.

The recommendation section examines ways to improve the personnel management strategy of "Alium Prom" LLC based on prior analysis and additional research. It proposes the introduction of artificial intelligence, such as the HiBob platform and the “Olivia” chatbot. The next recommended measure is the implementation of a 4-day workweek,

considering the successful adoption of this work format by foreign companies. Furthermore, a two-week training program for new hires at “Alium Prom” LLC was proposed and developed, including testing for new employees upon completion of the training.

An important stage in the implementation of the personnel management strategy improvement at “Alium Prom” LLC is reporting, including weekly and monthly reporting on the results of integrating AI into the personnel management department, the effectiveness of the training program for new hires, and the productivity of employees after transitioning to a 4-day workweek.

The recommendation section also evaluates the effectiveness of these proposals based on practical experience and an overall analysis of the situation. It was determined that implementing the HiBob platform will positively affect communication among employees and their overall productivity. Introducing a 4-day workweek will also have positive outcomes: firstly, it will reduce company expenses on employee wages and utilities, and secondly, it will increase overall employee satisfaction, contributing to higher productivity. The involvement of the “Olivia” chatbot is also expected to have a positive impact, as it could replace one employee, allowing that worker to be transferred to a department experiencing staff shortages.

In conclusion, all the proposed measures will improve the current personnel management strategy at “Alium Prom” LLC, thereby increasing the overall productivity of its employees, which has a direct impact on the company's financial performance.

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Appendix A

Фінансова звітність за 2023 рік			
2023 рік	2022 рік	2021 рік	2020 рік
Дата звіту	06.08.2024		
Період	2023 рік, 12 міс		
Бухгалтер	<u>Острівський Микола Михайлович</u>		
КАТОТТГ	UA32080010090044167		
Кількість працівників	68		
Баланс (Звіт про фінансовий стан)			
Актив			
Назва рядка	Код рядка	На початок звітного періоду, тис. грн	На кінець звітного періоду, тис. грн
I. Необоротні активи Нематеріальні активи	1000	12.00	9.00
первісна вартість	1001	15.00	15.00
накопичена амортизація	1002	3.00	6.00
Незавершені капітальні інвестиції	1005	0.00	314.00
Основні засоби	1010	176.00	189.00
первісна вартість	1011	1 715.00	1 924.00
знос	1012	1 539.00	1 735.00
Інвестиційна нерухомість	1015	0.00	
первісна вартість	1016	0.00	
знос	1017	0.00	
Довгострокові біологічні активи	1020	0.00	
первісна вартість	1021	0.00	
накопичена амортизація	1022	0.00	
Довгострокові фінансові інвестиції: які обліковуються за методом участі в капіталі інших підприємств	1030	0.00	
інші фінансові інвестиції	1035	0.00	
Довгострокова дебіторська заборгованість	1040	0.00	
Відстрочені податкові активи	1045	0.00	
Гудвіл	1050	0.00	
Відстрочені аквізиційні витрати	1060	0.00	
Залишок коштів у централізованих страхових резервних фондах	1065	0.00	
Інші необоротні активи	1090	0.00	
Усього за розділом I	1095	188.00	512.00
II. Оборотні активи Запаси	1100	1 168 975.00	1 150 305.00
Виробничі запаси	1101	6.00	28.00
Незавершене виробництво	1102	0.00	
Готова продукція	1103	0.00	
Товари	1104	1 168 969.00	1 150 277.00
Поточні біологічні активи	1110	0.00	
Депозити перестраховання	1115	0.00	
Векселі одержані	1120	0.00	

Дебіторська заборгованість за продукцію, товари, роботи, послуги	1125	1 614 846.00	2 099 253.00
Дебіторська заборгованість за розрахунками: за виданими авансами	1130	454 523.00	921 780.00
з бюджетом	1135	0.00	
у тому числі з податку на прибуток	1136	0.00	
з нарахованих доходів	1140	0.00	
із внутрішніх розрахунків	1145	0.00	
Інша поточна дебіторська заборгованість	1155	720 343.00	319 148.00
Поточні фінансові інвестиції	1160	0.00	
Гроші та їх еквіваленти	1165	9.00	1 206.00
Готівка	1166	0.00	
Рахунки в банках	1167	9.00	1 206.00
Витрати майбутніх періодів	1170	82.00	99.00
Частка перестраховика у страхових резервах	1180	0.00	
у тому числі в: резервах довгострокових зобов'язань	1181	0.00	
резервах збитків або резервах належних виплат	1182	0.00	
резервах незароблених премій	1183	0.00	
інших страхових резервах	1184	0.00	
Інші оборотні активи	1190	319 156.00	266 234.00
Усього за розділом II	1195	4 277 934.00	4 758 025.00
III. Необоротні активи, утримувані для продажу, та групи вибуття	1200	0.00	
Баланс	1300	4 278 122.00	4 758 537.00
Пасив			
Назва рядка	Код рядка	На початок звітного періоду, тис. грн	На кінець звітного періоду, тис. грн
I. Власний капітал Зареєстрований (пайовий) капітал	1400	500.00	500.00
Внески до незареєстрованого статутного капіталу	1401	0.00	
Капітал у дооцінках	1405	0.00	
Додатковий капітал	1410	0.00	
Емісійний дохід	1411	0.00	
Накопичені курсові різниці	1412	0.00	
Резервний капітал	1415	125.00	125.00
Нерозподілений прибуток (непокритий збиток)	1420	4 155.00	34 564.00
Неоплачений капітал	1425	0.00	
Вилучений капітал	1430	0.00	
Інші резерви	1435	0.00	
Усього за розділом I	1495	4 780.00	35 189.00
II. Довгострокові зобов'язання і забезпечення Відстрочені податкові зобов'язання	1500	0.00	
Пенсійні зобов'язання	1505	0.00	
Довгострокові кредити банків	1510	0.00	
Інші довгострокові зобов'язання	1515	0.00	
Довгострокові забезпечення	1520	0.00	
Довгострокові забезпечення витрат персоналу	1521	0.00	
Цільове фінансування	1525	0.00	
Благодійна допомога	1526	0.00	
Страхові резерви	1530	0.00	
у тому числі: резерв довгострокових зобов'язань	1531	0.00	

резерв збитків або резерв належних виплат	1532	0.00	
резерв незароблених премій	1533	0.00	
інші страхові резерви	1534	0.00	
Інвестиційні контракти	1535	0.00	
Призовий фонд	1540	0.00	
Резерв на виплату джек-поту	1545	0.00	
Усього за розділом II	1595	0.00	0.00
III. Поточні зобов'язання і забезпечення Короткострокові кредити банків	1600	0.00	
Векселі видані	1605	0.00	
Поточна кредиторська заборгованість за: довгостроковими зобов'язаннями	1610	0.00	
товари, роботи, послуги	1615	698 160.00	433 895.00
розрахунками з бюджетом	1620	1 651.00	386.00
у тому числі з податку на прибуток	1621	1 202.00	195.00
розрахунками зі страхування	1625	91.00	55.00
розрахунками з оплати праці	1630	332.00	196.00
за одержаними авансами	1635	2 135 888.00	2 075 954.00
за розрахунками з учасниками	1640	0.00	
із внутрішніх розрахунків	1645	0.00	
за страховою діяльністю	1650	0.00	
Поточні забезпечення	1660	661.00	458.00
Доходи майбутніх періодів	1665	0.00	
Відстрочені комісійні доходи від перестраховиків	1670	0.00	
Інші поточні зобов'язання	1690	1 436 559.00	2 212 404.00
Усього за розділом III	1695	4 273 342.00	4 723 348.00
IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу, та групами вибуття	1700	0.00	
V. Чиста вартість активів недержавного пенсійного фонду	1800	0.00	
Баланс	1900	4 278 122.00	4 758 537.00
Звіт про фінансові результати (Звіт про сукупний дохід)			
Фінансові результати			
Назва рядка	Код рядка	За звітний період, тис. грн	За аналогічний період попереднього року, тис. грн
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	4 870 789.00	3 094 354.00
Чисті зароблені страхові премії	2010		0.00
Премії підписані, валова сума	2011		0.00
Премії, передані у перестраховання	2012		0.00
Зміна резерву незароблених премій, валова сума	2013		0.00
Зміна частки перестраховиків у резерві незароблених премій	2014		0.00
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	4 458 893.00	2 781 191.00
Чисті понесені збитки за страховими виплатами	2070		0.00
Валовий: прибуток	2090	411 896.00	313 163.00
Дохід (витрати) від зміни у резервах довгострокових зобов'язань	2105		0.00
Дохід (витрати) від зміни інших страхових резервів	2110		0.00

Зміна інших страхових резервів, валова сума	2111		0.00
Зміна частки перестраховиків в інших страхових резервах	2112		0.00
Інші операційні доходи	2120	8 186.00	279 655.00
Дохід від зміни вартості активів, які оцінюються за справедливою вартістю	2121		0.00
Дохід від первісного визнання біологічних активів і сільськогосподарської продукції	2122		0.00
Дохід від використання коштів, вивільнених від оподаткування	2123		0.00
Адміністративні витрати	2130	1 027.00	394.00
Витрати на збут	2150	35 563.00	32 705.00
Інші операційні витрати	2180	68 006.00	590 110.00
Витрат від зміни вартості активів, які оцінюються за справедливою вартістю	2181		0.00
Витрат від первісного визнання біологічних активів і сільськогосподарської продукції	2182		0.00
Фінансовий результат від операційної діяльності: прибуток	2190	315 486.00	
збиток	2195		30 391.00
Дохід від участі в капіталі	2200		0.00
Інші фінансові доходи	2220		0.00
Інші доходи	2240		0.00
Дохід від благодійної допомоги	2241		0.00
Фінансові витрати	2250	278 282.00	0.00
Втрати від участі в капіталі	2255		0.00
Інші витрати	2270		0.00
Прибуток (збиток) від впливу інфляції на монетарні статті	2275		0.00
Фінансовий результат до оподаткування: прибуток	2290	37 204.00	
збиток	2295		30 391.00
Витрати (дохід) з податку на прибуток	2300	-6 795.00	-1 999.00
Прибуток (збиток) від припиненої діяльності після оподаткування	2305		0.00
Чистий фінансовий результат: прибуток	2350	30 409.00	
Збиток	2355		32 390.00

Фінансова звітність за 2022 рік			
2023 рік	2022 рік	2021 рік	2020 рік
Дата звіту	03.02.2023		
Період	2022 рік, 12 міс		
Бухгалтер	<u>Острівський Микола Михайлович</u>		
КАТОТТГ	UA3208001009004416 7		
Кількість працівників	68		
Баланс (Звіт про фінансовий стан)			
Актив			
Назва рядка	Код рядка	На початок звітного періоду, тис . грн	На кінець звітного періоду, тис. грн
I. Необоротні активи Нематеріальні активи	1000	0.00	12.00
первісна вартість	1001	0.00	15.00
накопичена амортизація	1002	0.00	3.00
Незавершені капітальні інвестиції	1005	0.00	
Основні засоби	1010	266.00	176.00
первісна вартість	1011	1 671.00	1 715.00
знос	1012	1 405.00	1 539.00
Інвестиційна нерухомість	1015	0.00	
первісна вартість	1016	0.00	
знос	1017	0.00	
Довгострокові біологічні активи	1020	0.00	
первісна вартість	1021	0.00	
накопичена амортизація	1022	0.00	
Довгострокові фінансові інвестиції: які обліковуються за методом участі в капіталі інших підприємств	1030	0.00	
інші фінансові інвестиції	1035	0.00	
Довгострокова дебіторська заборгованість	1040	0.00	
Відстрочені податкові активи	1045	0.00	
Гудвіл	1050	0.00	
Відстрочені аквізиційні витрати	1060	0.00	
Залишок коштів у централізованих страхових резервних фондах	1065	0.00	
Інші необоротні активи	1090	0.00	

Усього за розділом I	1095	266.00	188.00
II. Оборотні активи Запаси	1100	1 295 926.00	1 168 975.00
Виробничі запаси	1101	1.00	6.00
Незавершене виробництво	1102	567.00	0.00
Готова продукція	1103	0.00	
Товари	1104	1 295 358.00	1 168 969.00
Поточні біологічні активи	1110	0.00	
Депозити перестраховання	1115	0.00	
Векселі одержані	1120	0.00	
Дебіторська заборгованість за продукцію, товари, роботи, послуги	1125	485 908.00	1 614 846.00
Дебіторська заборгованість за розрахунками: за виданими авансами	1130	495 741.00	454 523.00
з бюджетом	1135	0.00	
у тому числі з податку на прибуток	1136	0.00	
з нарахованих доходів	1140	0.00	
із внутрішніх розрахунків	1145	0.00	
Інша поточна дебіторська заборгованість	1155	799 024.00	720 343.00
Поточні фінансові інвестиції	1160	0.00	
Гроші та їх еквіваленти	1165	380.00	9.00
Готівка	1166	0.00	
Рахунки в банках	1167	380.00	9.00
Витрати майбутніх періодів	1170	28.00	82.00
Частка перестраховика у страхових резервах	1180	0.00	
у тому числі в: резервах довгострокових зобов'язань	1181	0.00	
резервах збитків або резервах належних виплат	1182	0.00	
резервах незароблених премій	1183	0.00	
інших страхових резервах	1184	0.00	
Інші оборотні активи	1190	314 616.00	319 156.00
Усього за розділом II	1195	3 391 623.00	4 277 934.00
III. Необоротні активи, утримувані для продажу, та групи вибуття	1200	0.00	
Баланс	1300	3 391 889.00	4 278 122.00
Пасив			

Назва рядка	Код рядка	На початок звітної періоду, тис . грн	На кінець звітної періоду, тис. грн
I. Власний капітал Зареєстрований (пайовий) капітал	1400	500.00	500.00
Внески до незареєстрованого статутного капіталу	1401	0.00	
Капітал у дооцінках	1405	0.00	
Додатковий капітал	1410	0.00	
Емісійний дохід	1411	0.00	
Накопичені курсові різниці	1412	0.00	
Резервний капітал	1415	125.00	125.00
Нерозподілений прибуток (непокритий збиток)	1420	36 545.00	4 155.00
Неоплачений капітал	1425	0.00	
Вилучений капітал	1430	0.00	
Інші резерви	1435	0.00	
Усього за розділом I	1495	37 170.00	4 780.00
II. Довгострокові зобов'язання і забезпечення Відстрочені податкові зобов'язання	1500	0.00	
Пенсійні зобов'язання	1505	0.00	
Довгострокові кредити банків	1510	0.00	
Інші довгострокові зобов'язання	1515	0.00	
Довгострокові забезпечення	1520	0.00	
Довгострокові забезпечення витрат персоналу	1521	0.00	
Цільове фінансування	1525	0.00	
Благодійна допомога	1526	0.00	
Страхові резерви	1530	0.00	
у тому числі: резерв довгострокових зобов'язань	1531	0.00	
резерв збитків або резерв належних виплат	1532	0.00	
резерв незароблених премій	1533	0.00	
інші страхові резерви	1534	0.00	
Інвестиційні контракти	1535	0.00	
Призовий фонд	1540	0.00	
Резерв на виплату джек-поту	1545	0.00	
Усього за розділом II	1595	0.00	0.00

III. Поточні зобов'язання і забезпечення Короткострокові кредити банків	1600	0.00	0.00
Векселі видані	1605	0.00	
Поточна кредиторська заборгованість за: довгостроковими зобов'язаннями	1610	0.00	
товари, роботи, послуги	1615	43 467.00	698 160.00
розрахунками з бюджетом	1620	1 278.00	1 651.00
у тому числі з податку на прибуток	1621	427.00	1 202.00
розрахунками зі страхування	1625	134.00	91.00
розрахунками з оплати праці	1630	489.00	332.00
за одержаними авансами	1635	1 859 089.00	2 135 888.00
за розрахунками з учасниками	1640	0.00	
із внутрішніх розрахунків	1645	0.00	
за страховою діяльністю	1650	0.00	
Поточні забезпечення	1660	458.00	661.00
Доходи майбутніх періодів	1665	0.00	
Відстрочені комісійні доходи від перестраховиків	1670	0.00	
Інші поточні зобов'язання	1690	1 449 804.00	1 436 559.00
Усього за розділом III	1695	3 354 719.00	4 273 342.00
IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу, та групами вибуття	1700	0.00	
V. Чиста вартість активів недержавного пенсійного фонду	1800	0.00	
Баланс	1900	3 391 889.00	4 278 122.00
Звіт про фінансові результати (Звіт про сукупний дохід)			
Фінансові результати			
Назва рядка	Код рядка	За звітний період, тис. грн	За аналогічний період попереднього року, тис. грн
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	3 094 354.00	2 041 127.00
Чисті зароблені страхові премії	2010		0.00
Премії підписані, валова сума	2011		0.00
Премії, передані у перестраховання	2012		0.00

Зміна резерву незароблених премій, валова сума	2013		0.00
Зміна частки перестраховиків у резерві незароблених премій	2014		0.00
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	2 781 191.00	1 997 608.00
Чисті понесені збитки за страховими виплатами	2070		0.00
Валовий: прибуток	2090	313 163.00	43 519.00
Дохід (витрати) від зміни у резервах довгострокових зобов'язань	2105		0.00
Дохід (витрати) від зміни інших страхових резервів	2110		0.00
Зміна інших страхових резервів, валова сума	2111		0.00
Зміна частки перестраховиків в інших страхових резервах	2112		0.00
Інші операційні доходи	2120	279 655.00	1 492.00
Дохід від зміни вартості активів, які оцінюються за справедливою вартістю	2121		0.00
Дохід від первісного визнання біологічних активів і сільськогосподарської продукції	2122		0.00
Дохід від використання коштів, вивільнених від оподаткування	2123		0.00
Адміністративні витрати	2130	394.00	377.00
Витрати на збут	2150	32 705.00	34 304.00
Інші операційні витрати	2180	590 110.00	606.00
Витрат від зміни вартості активів, які оцінюються за справедливою вартістю	2181		0.00
Витрат від первісного визнання біологічних активів і сільськогосподарської продукції	2182		0.00
Фінансовий результат від операційної діяльності: прибуток	2190		9 724.00
збиток	2195	30 391.00	
Дохід від участі в капіталі	2200		0.00
Інші фінансові доходи	2220		0.00
Інші доходи	2240		0.00
Дохід від благодійної допомоги	2241		0.00

Фінансові витрати	2250		0.00
Втрати від участі в капіталі	2255		0.00
Інші витрати	2270		0.00
Прибуток (збиток) від впливу інфляції на монетарні статті	2275		0.00
Фінансовий результат до оподаткування: прибуток	2290		9 724.00
збиток	2295	30 391.00	
Витрати (дохід) з податку на прибуток	2300	-1 999.00	-1 750.00
Прибуток (збиток) від припиненої діяльності після оподаткування	2305		0.00
Чистий фінансовий результат: прибуток	2350		7 974.00
збиток	2355	32 390.00	