

Ministry of Education and Science of Ukraine
Ternopil Ivan Puluj National Technical University
Economics and management faculty
Management and Administration department

EXPLANATORY NOTE

to the Bachelor's paper

ON TOPIC

“Evaluation of the organization's human resource potential (LLC "Silpo-Food" as a case study)”

Performed by: 4-th year student

Group: IBM-43

Speciality: 073 Management

(signature) Ngoyi Ngoyi Baudry
(full name)

Supervisor _____
(signature) Ivanna Lutsykiv
(full name)

Standard control _____
(signature) Ivanna Lutsykiv
(full name)

Department Head _____
(signature) Olena Sorokivska
(full name)

Reviewer _____
(signature) Iryna Fedyshyn
(full name)

Ternopil – 2025

Ministry of Education and Science of Ukraine
Ternopil Ivan Puluj National Technical University

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Department Head Olena Sorokivska

BACHELOR'S PAPER TASK

Ngoyi Ngoyi Baudry

(full student name)

1. Bachelor's paper Topic:

Evaluation of the organization's human resource potential (LLC "Silpo-Food" as a case study)

Supervisor	PhD Ivanna Lutsykiv
	(full name, scientific degree, academic rank)

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2. Submission deadline « »

3. Input data Statistical information, legislative documents, company reports.

4. Brief Content of the Bachelor's paper:

Chapter 1. Labor resources as an important factor of enterprise activity.

Chapter 2. Comprehensive description of LLC "Silpo-Food".

Chapter 3. Mechanism of improving management style at LLC "Silpo-Food".

Chapter 4. Safety of activities, fundamentals of labor protection.

5. List of tables and figures:

Performance indicators for the production activity results of LLC 'Silpo-Food'. Analysis of fixed assets of LLC "Silpo-Food". Structure of the enterprise's human potential. Indicators for assessing human potential. Stages of the functional analysis management system for LLC "Silpo-Food". Advantages and disadvantages of the divisional structure. Calculation of the economic effect of implementing the divisional organizational structure at LLC "Silpo-Food".

6. Consultants to Bachelor's paper Chapters

Chapter	Consultant's full name	Signature, date	
		given by	checked by
Occupational health and safety in emergencies	Ihor Okipnyi		

7. Date of assigning the task 5 September 2024**CALENDAR PLAN**

№	Content	Chapters Deadline	Note
	Introduction	October	Done
1.	Labor resources as an important factor of enterprise activity.	October	Done
1.1	Enterprise personnel classification, structure.	October	Done
1.2	Methods for assessing the efficiency of labor resource utilization at the enterprise.	October	Done
2.	Comprehensive description of llc "Silpo-Food".	November	Done
2.1	General description of LLC "Silpo-Food".	November	Done
2.2	Analysis of the indicators of production and economic activity and personnel potential of LLC 'Silpo-Food'.	November	Done
3.	Mechanism of improving management style at llc "silpo-food".	November	Done
3.1	Implementation of the functional analysis management system.	December	Done
3.2	Modernization of the management structure of llc "silpo-food" and economic justification of feasibility.	December	Done
4.	Safety of activities, fundamentals of labor protection.	December	Done
4.1	Procedure for providing first aid to victims of sudden cardiac arrest.	December	Done
4.2	The influence of color on improving working conditions and increasing productivity.	December	Done
	Conclusions	December	Done
	References	January	Done

Student

(signature)

Ngoyi Ngoyi Baudry

(full name)

Supervisor

(signature)

Ivanna Lutsykiv

(full name)

ABSTRACT

Topic: Evaluation of the organization's human resource potential (LLC "Silpo-Food" as a case study).

Bachelor Degree Paper consists of 67 pages, 1 figure, 8 tables, and 25 references.

The subject of research is a personnel management at LLC "Silpo-Food".

The object of research is the human resource potential of the organization.

The aim of the Bachelor's paper is to study the theoretical and practical principles of personnel management at LLC "Silpo-Food".

The results are obtained with the following research methods: economic-statistical, system and comparative analysis, expert survey method, dialectical cognition, and economic synthesis.

A project has been developed to assess the effectiveness of implementing a functional analysis management system, along with an economic rationale for the modernization of LLC "Silpo-Food's" management structure.

The practical significance of the results lies in the development of proposals to strengthen the human resource potential of LLC "Silpo-Food."

Keywords: human resource potential, personnel management, management, management style, organizational structure.

АНОТАЦІЯ

Тема: «Оцінювання кадрового потенціалу організації, на прикладі ТОВ «Сільпо-Фуд».

Кваліфікаційна робота бакалавра: 67 сторінок, 1 рисунок, 8 таблиць, 25 літературних джерела.

Предмет дослідження - управління персоналом ТОВ «Сільпо-Фуд».

Об'єкт дослідження – кадровий потенціал організації.

Метою роботи є дослідження теоретичних та практичних засад управління персоналом ТОВ «Сільпо-Фуд».

Методи дослідження – економіко-статистичного, системного та порівняльного аналізу, метод експертного опитування, діалектичного пізнання, економічного синтезу.

Розроблено проектні рішення щодо ефективності впровадження системи функціонального аналізу менеджменту, проведено економічне обґрунтування доцільності модернізації структури управління ТОВ «Сільпо-Фуд».

Практичне значення результатів роботи полягає у розробленні пропозицій щодо посилення кадрового потенціалу ТОВ «Сільпо-Фуд».

Ключові слова: кадровий потенціал, управління персоналом, менеджмент, стиль управління, організаційна структура.

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INTRODUCTION

Relevance of the topic. Working with personnel in supermarkets requires a systematic approach to human resource management, a focus on customer service, and effective resource management to ensure the successful operation of the business. Supermarkets today have a significant number of employees, ranging from cashiers and salespeople to department managers, security staff, warehouse personnel, and more. Given the large workload and the nature of retail, personnel changes can be frequent. This may necessitate ongoing recruitment, training, and development of staff.

Supermarkets often operate on flexible schedules to meet customer demand, which requires HR managers to efficiently allocate work hours among employees. Considering the large volume of staff, training new employees can be a challenging task. It is essential to have a training system that allows for quick and effective learning of procedures and service standards. Customer interaction is of great importance in supermarkets; therefore, special attention should be given to hiring and training staff with a high level of customer service.

Given the volume of goods transported through supermarkets, it is crucial to have an effective inventory management system and to study consumer needs for accurate stock forecasting. Due to the significant number of employees and the flow of customers, it is important to have well-designed procedures and safety instructions to prevent injuries and accidents.

The purpose of this study is to examine the theoretical and practical aspects of personnel management within the organization. The tasks include:

- Uncovering the essence and content of the structure and classification of the organization's personnel;
- Conducting an analysis of the activities and key performance indicators of LLC "Silpo-Food," which serves as the case study for this work;

- Investigating the indicators of production and economic activities, as well as the personnel potential of LLC "Silpo-Food";
- Developing proposals for improving human resource practices.

Object of Study – the personnel potential of the organization.

Subject of Study – personnel management at LLC "Silpo-Food".

The practical significance of the results lies in the development of proposals to enhance the personnel potential of LLC "Silpo-Food".

Research Methods include economic-statistical, systemic, and comparative analysis, expert survey methods, dialectical reasoning, and economic synthesis.

Information Base of the Study: data from the website of LLC "Silpo-Food", Ukrainian legislation, statistical data, works of economists, conference materials, and articles in professional publications.

CHAPTER I

LABOR RESOURCES AS AN IMPORTANT FACTOR OF ENTERPRISE ACTIVITY

1.1 Enterprise personnel classification, structure

Labor resources within an enterprise are a subject of constant attention from the management. The role of labor resources becomes significantly more critical during market-oriented conditions. The investment nature of production, its high level of expertise, and the priority of product quality have altered the demands on the workforce, increasing the importance of a creative approach to work and high professionalism. This has led to substantial changes in the principles, methods, and socio-psychological aspects of personnel within enterprises.

A well-chosen workforce is one of the main tasks for entrepreneurs. It should be a team of like-minded individuals and partners capable of understanding and implementing the ideas of enterprise management [8]. Only they can guarantee the success of entrepreneurial activities and the flourishing of the enterprise.

Labor relations are undeniably one of the most complex aspects of enterprise operation. It is often easier to deal with technical and technological shortcomings than to resolve conflict situations that arise within a team, where individual interests and psychological aspects must be taken into account.

No matter how advanced the technical capabilities and organizational advantages are for an enterprise, it cannot function effectively without the appropriate human resources. Ultimately, everything depends on people, their qualifications, skills, and their willingness to work. Western experts view the structure of an enterprise as an integral part of both material and human capital.

New production systems are not just about sophisticated machines and mechanisms that make minimal mistakes. They also involve people who must work closely together, be

ready to generate and implement innovative ideas. Ensuring a close connection among many individuals in the process of solving the most challenging technical and production problems is impossible without a deep commitment from everyone to the result and a conscious approach to their work. Human capital, rather than the enterprise's equipment and production expenses, is the cornerstone of competitiveness, economic growth, and efficiency [4].

Personnel management and a component of management associated with people and their relationships within an enterprise personnel management is intricately linked to people and their relationships within an enterprise. An enterprise (organization) exists to serve people. It consists of people and is served by them. They belong to the part of the enterprise that gives it life. People are the source of creativity, initiative, and energy for achieving the goals set before the enterprise. Without effective personnel management, no organization, whether large or small, commercial, or non-commercial, can function.

Personnel management within the enterprise refers to the purposeful activities of enterprise leadership and relevant departments, which include the development of personnel policies and management decisions concerning the management of people within the enterprise [11]. This activity includes employee recruitment, training, motivation, assessment, team development, and employee mobility.

The composition of the enterprise's personnel is shaped and modified under the influence of internal and external factors. The influence of the latter is specified in parameters of a macroeconomic nature, such as the size of the active (working age) population, its overall educational level, the labor force supply, the employment rate, and the potential labor force reserve. These characteristics, in turn, determine the quantitative and qualitative aspects of labor resources.

Labor resources are part of the country's population that, based on physical development, intellectual abilities, and knowledge, can work in the national economy. Quantitatively, they consist of the working-age population, excluding non-working disabled individuals and pensioners with privileges, as well as those working in the country's economy who are younger or older than the working-age population.

For the characterization of an enterprise's entire workforce, terms like "personnel" or "staff" are used.

The personnel of an enterprise constitute a collection of permanent employees who have received the necessary professional training and/or have practical work experience [15].

Within individual organizations, the term "personnel" is commonly used, referring to individuals with a complex set of individual qualities, including social, psychological, professional, and motivational aspects, which distinguish them from the material factors of production (raw materials, machinery, energy, capital).

The main characteristics of personnel include:

- The existence of labor relations with the employer, formalized through an employment contract (or contract). However, in some cases, formal legal employment arrangements may be absent, leading to personnel being deprived of guarantees regarding the observance of labor laws. Working owners and co-owners of an organization are considered part of the personnel if they receive appropriate compensation for their personal work within the organization, in addition to their share of the profits.

- Possession of specific qualitative characteristics (profession, specialty, qualification, competence, etc.), the presence of which determines the employee's activities in a particular position or job, thus categorizing them into one of the personnel categories: managers, specialists, other staff, or workers.

- The purposefulness of personnel activities, ensuring the achievement of the organization's goals by setting adequate individual objectives for each employee and creating conditions for their effective realization.

In modern organizations operating in market conditions, there is a presence of individuals and groups that are not considered part of the personnel but are interested in contributing to the organization's effective functioning. These include shareholders not working within the organization, boards of directors with full responsibility for its activities and management decisions, and other groups.

In our country and in several other states, including European ones, the term "staff" is more widely used than "personnel." In recent years, both terms have gained popularity in domestic and foreign literature, although "staff" has a more limited scope (e.g., "management staff").

The personnel management system encompasses various functions, with different departments responsible for working with personnel:

- Occupational health and safety.
- Regulation of social and labor relations.
- Personnel accounting and management system.
- Training, retraining, and staff development.
- Personnel evaluation and development.
- Organization and job norming for personnel.
- Analysis and improvement of forms and methods of material incentives for personnel.

All employees in an enterprise can be divided into two categories:

- Industrial and production personnel, involved in manufacturing and its maintenance.
- Non-industrial personnel, primarily employees in housing and communal services, children, and medical institutions, who are subordinate to the enterprise.

Based on the nature of their functions, the personnel of an enterprise can be categorized into four groups:

1. Managers, who organize production and manage the activities of the enterprise and its structural units (directors, department heads, chief specialists, heads of departments, sections, masters, etc.), and their deputies.

2. Specialists are employees engaged in specialized engineering, technical, economic, and other work related to the economic, organizational preparation of production, accounting, and the analysis of its results (engineers, designers, economists, administrators, accountants, norm setters, legal consultants, technologists, and others).

3. Office workers are employees responsible for preparing and processing documentation, clerical work, and certain administrative and managerial tasks (record clerks, agents, secretaries, typists, accountants, cashiers, archivists, draftspersons, stenographers, and others).

4. Workers are employees directly involved in the creation of products, repairs, material handling, passenger transportation, service provision, or ensuring conditions for the normal production process. Additionally, this category includes janitors, caretakers, security personnel, cloakroom attendants, couriers, and more.

Based on the nature of their functions, workers can be further divided into primary and auxiliary workers. Primary workers actively participate in the creation of products, working on items and transforming them into finished products using tools and equipment. Auxiliary workers support the main production process by handling transportation, storage, repair of basic assets, and other support functions [9].

The personnel of an enterprise can also be categorized by professions, specialties, and qualifications:

- Profession is a type of work activity for which a specific set of theoretical knowledge and practical skills is required (e.g., locksmith, turner).

- Specialty is a subcategory of work within a profession and characterizes a narrower range of functions that may involve the use of specialized work tools (e.g., locksmith-assembler, locksmith-repairman, turner-revolver, turner-carousel, turner-borer).

Each industry has its own unique professions and specialties, but there are also cross-industry professions and specialties that are common across various sectors.

Qualification is the level of knowledge and practical skills required to perform work of a certain complexity. Qualification for workers is determined based on their readiness to perform professional functions of a corresponding level.

The qualification level for managers, specialists, and office workers is determined by their level of education and work experience. Based on their education and practical experience, specialists can be categorized into four groups:

- Highly qualified specialists, who have scientific degrees and titles.
- Highly qualified specialists, who hold a basic or complete higher education and have significant practical work experience.
- Specialists with intermediate qualifications, who have graduated from higher education institutions of the first level of accreditation and have some practical work experience.
- Practical specialists, who occupy relevant specialist positions but lack specific education in their field.

For workers, qualification is categorized into four groups based on their level of education and practical experience:

- Highly qualified workers, who perform highly qualified (particularly complex and responsible) tasks and have undergone extensive (more than 2-3 years) specialized training, possess deep knowledge in their field, have substantial practical experience, and participate in regular internships (e.g., service and repair workers for complex equipment).
- Skilled workers, who perform skilled (complex) tasks, have received the necessary training (at least 1-2 years), and have significant work experience (e.g., locksmiths, turners, carpenters, electricians, computer operators, etc.).
- Semi-skilled workers, who perform semi-skilled (less complex) tasks, requiring only a few weeks of training and involve straightforward duties (e.g., copyists, inspectors, lift attendants, etc.).
- Unskilled workers, who perform simple unskilled or auxiliary tasks that do not require specialized training (e.g., loading and unloading materials, cleaning, etc.).

The specific qualification level of workers in a particular industry is determined using tariff-qualification characteristics of jobs and professions, grouped by production sectors and types of work, found in the Unified Tariff and Qualification Directory for Workers (ЕТКД).

For the determination of the qualification level of workers and general professions, the Unified Tariff System, which consists of 15 tariff categories, is used. In 2003, a Unified Tariff System was introduced for employees in institutions, establishments, and

organizations in certain areas of the budget sector, which includes 25 tariff categories, with eight for workers [22].

Since 1995, the State Standard of Ukraine approved the Classifier of Professions, which corresponds to the International Standard Classification of Occupations for 1988 (ISCO-88) and is used in automated management systems to address tasks such as

- calculations of the number of workers, accounting of the composition and distribution of personnel by professional groups, planning of additional personnel needs;
- systematization of statistical data on labor according to professional characteristics;
- development of forecasts regarding employment, income, labor protection, education, retraining of released personnel;
- solving issues of control and analysis of international migration, international recruitment and employment of labor force, etc.

The classification of professions in the Classifier is provided by the following groups:

1. Legislators, senior government officials, managers.
2. Professionals.

This group includes professions that require an important level of knowledge in various fields of science. Professions in this group require an educational qualification level of a specialist, master, scientific degree (candidate of sciences, Doctor of Sciences), academic title (senior researcher, associate professor, professor).

3. Specialists.

This section combines professions that require knowledge in one or more fields of science and correspond to the qualifications of: junior specialist; bachelor; specialist.

4. Technical workers.

This group encompasses professions that require knowledge necessary for the preparation, preservation, restoration of information, and the execution of calculations (performing secretarial duties, operating office machines, recording and processing digital data, customer service). These are professions that can be applied to the qualification level of a junior specialist, as well as professions that require complete general secondary and

professional education or complete general secondary education and professional training in production.

5. Workers in trade and domestic services.

Professions in this group require knowledge necessary for providing services or trade in stores and markets. Professions in this group require complete general secondary and professional education or complete general secondary education and professional training in production.

6. Skilled workers in agriculture, forestry, fish farming, and fishing.

These professions require knowledge necessary for crop cultivation, animal breeding, hunting, fish farming, or fish harvesting, as well as the preservation and operation of forests oriented towards the market and the sale of products. Professions in this group require complete general secondary and professional education or complete general secondary education and professional training in production.

7. Skilled workers with tools.

Professions in this group require knowledge necessary for selecting methods for using materials, tools, determining the stages of the production process, characteristics, and the purpose of the final product. Full general secondary and professional education or full general secondary education and professional training in production are required for professions in this group, and for some high-skilled professions, the qualification of a junior specialist is necessary.

8. Equipment and machinery operators and assemblers.

This group includes professions that require knowledge necessary for operating and supervising the operation of machines and equipment and their assembly. For some highly skilled professions, the qualification of a junior specialist is necessary. Professions related to medium-skilled work require complete general secondary and professional education or complete general secondary education and professional training in production. For low-skilled professions, full secondary education and minimal professional training in production or instruction are sufficient.

9. The simplest professions.

The professions in this group require knowledge to perform simple tasks using manual tools, and in some cases, significant physical effort (property preservation, cleaning premises, territory, etc.). To perform these tasks, incomplete secondary education and minimal on-the-job professional training or instruction are sufficient [3].

A crucial factor for effective personnel management is the study of its structure.

The structure of a company's personnel is characterized by the proportion of various personnel groups based on different classification criteria. The most important classification criteria include the category of workers (primary, auxiliary), qualification, age, gender, degree of labor mechanization, work experience, profession, specialty, and so on.

The structure of a company's personnel is a qualitative characteristic. Key indicators of personnel structure include the ratio between categories, the proportion of high-skilled and skilled workers in the total workforce, as well as the distribution of workers engaged in mechanized, automated, and non-mechanized labor, including heavy and hazardous work.

The majority (more than 82%) of the industrial and production workforce in Ukrainian enterprises consists of workers, while managers, specialists, and clerical workers make up less than 18%.

The structure of a company's personnel is not static. In the context of technological and technological modernization in various industrial sectors, the nature of work changes. Jobs become more complex, their content increases, and they include more creative elements. As a result, changes occur in the structure of personnel, and new professions based on modern technology emerge. Traditional professions are phased out as outdated technologies are replaced, and versatile professions are formed.

The structure of the company's personnel requires further improvement. Specifically, it is necessary to increase the proportion of skilled and highly skilled workers in the total workforce, reduce the share of workers engaged in non-mechanized (manual) operations, and in jobs with heavy and hazardous working conditions. One of the main ways to address this task is to reduce the number of workers engaged in loading, unloading, warehousing,

and transport operations, the proportion of which is still significant on many enterprises due to the insufficient mechanization of these operations.

1.2 Methods for assessing the efficiency of labor resource utilization at the enterprise

Work is the most critical element of any economic process (procurement, production, and sales). To enhance the effectiveness of work, it is essential to establish optimal relationships among factors such as the number and composition of employees, labor productivity, the volume of work performed, and the utilization of working hours. Economic analysis of labor plays a crucial role in addressing these issues.

The information basis for personnel analysis includes data from accounting, financial, and statistical reporting, operational accounting data, primary information from the personnel department, accounting documents, orders, and more. Depending on the set goals and objectives of the analysis, other materials can be used. Currently, statistical reporting is the primary report on labor. It includes the monthly Form No > P-4 "Information on the number, wages, and employee turnover" [2].

Under current legislation, companies themselves determine the total number of employees, their professional level, and qualifications, and approve staff lists. It is important to note that the Form No >1-T report does not provide a detailed breakdown by working categories. Data from primary accounting is used for analysis, and the number of personnel in the reporting year is compared with the number in the previous year.

It should be noted that in trade and other sectors of the economy, the issue of labor force utilization must be addressed by transitioning the industry to an intensive development path. More extensive industrial activities can be carried out with fewer employees. Naturally, the intensification of the movement of goods must not in any way compromise the quality of trade services.

On the contrary, scientific organization of labor, increased productivity can be evaluated positively, and the quality of services can be improved.

The process of studying and thoroughly analyzing the efficiency of personnel utilization in trade enterprises consists of the following stages:

1. Study and evaluation of the company's provision of labor resources for its structural units as a whole and even by categories and professions.

2. Determining and studying turnover indicators for personnel.

3. Identifying reserves of labor resources for more complete and effective utilization.

During the analysis of the number of employees, the following aspects are established:

- Compliance of the actual average headcount with the one foreseen in the staffing schedule.
- The dynamics of the number of employees compared to the dynamics of turnover.
- Labor force movement and turnover in the reporting period.
- Changes in the professional and qualification structure.
- Utilization of the calendar working day fund.
- The impact of changing the number of employees due to the implementation of measures to mechanize labor-intensive processes, rationalize job positions, and others.

When analyzing the staffing of a trade organization, data on the list and average headcount, as well as the composition of the workforce, are used.

The staffing level of a trade organization is studied by comparing the number of employees in the current reporting period with the previous reporting periods. During the analysis, it is essential to examine the composition of workers in different categories and groups, both in absolute and relative terms. A table is constructed to determine the percentage of plan fulfillment and the dynamics of the total number and the number of employees in different employee groups. This helps identify excesses or shortages in staffing [11].

After analyzing the quantity of employees, it is necessary to evaluate the composition of the staff, including the proportion of salespeople, operational workers, laborers, and other

personnel in the total number. As a result of the analysis, it is important to pay attention to whether the actual number of workers has significantly changed over time unless such an increase is due to unforeseen openings of new branches (stores, warehouses, etc.). Reducing the number of employees can be achieved by reducing the share of manual labor, using progressive service forms, and improving job organization. Therefore, even with a minimal number of employees, it is possible to increase the volume of product sales.

Once the staffing of the organization's employees within various groups and professions is studied, the qualitative composition of the workforce must be analyzed. This includes evaluating their qualification and education level, age, gender, and work experience [18].

Analyzing the qualification level of salespeople involves calculating the weight of each category of salespeople (e.g., higher, first category, etc.) in the total number of salespeople. If the number of lower-category salespeople predominates, it may affect sales volume and customer service quality. Based on the analysis results, specific proposals should be made to address the causes of low qualification among salespeople, and measures for training, retraining, and qualification improvement should be developed.

When analyzing the educational level, employees (managers, professionals, and other staff) should be grouped into categories based on their educational background, such as those with secondary education, secondary specialized education, and incomplete secondary education. Grouping allows for an examination of the dynamics of these indicators and the calculation of the share of each group within the workforce depending on their educational level.

After analyzing the qualification and education levels of the staff, it's essential to study their age, gender, and work experience. Analyzing the age composition and work experience of the employees helps to calculate the share of employees in each group within the total number. Analyzing employees with continuous work experience can reveal workforce stability in the organization and identify ways to retain them (e.g., improving wage conditions, creating favorable working conditions, etc.).

The study of personnel stability directly involves the analysis of employee turnover and expected layoffs.

The analysis of employee turnover involves the use of various coefficients, including total turnover, turnover due to hiring and termination, staff turnover, stability, variability, and other factors. Analyzing these coefficients is significant for understanding changes in dynamics and the underlying reasons for those changes.

Employee turnover coefficients reflect the proportion of employees hired or terminated relative to the total number of employees.

After calculating the coefficients, it is advisable to analyze the reasons for significant fluctuations over time, allowing the development of specific measures to address their negative consequences.

When analyzing the coefficients, it is essential to compare the coefficient of hiring with the coefficient of termination. If these coefficients are equal, it is crucial to analyze the qualitative composition of those entering employment and those leaving. Special attention should be paid when the coefficient of hiring exceeds the coefficient of termination [24]. In this case, the reasons for this difference need to be determined, such as automation of production processes, advanced customer service methods, and other factors. Similarly, if the coefficient of hiring exceeds the coefficient of termination, it could be due to the opening of new departments or organizational changes, reduced automation, and more.

Analyzing the changes in the staff turnover coefficient involves identifying the reasons for employee terminations, both for the organization as a whole and for specific professions and departments.

The efficient utilization of working hours is vital to the overall effectiveness of the organization. Relevant indicators are calculated, such as the number of man-hours worked, man-hours worked with external collaborators, part-time work initiated by the administration, and the number of unworked man-hours. This analysis includes the number of man-days of sick leave, and the reasons for it, such as occupational diseases, workplace injuries, and other factors related to employee health.

Analyzing working hours includes calculations of the calendar time fund, the nominal time fund (calendar time minus non-working days), and the real working day fund (nominal time fund minus the number of days of absence and full-day interruptions). Analysis of interruptions involves studying their causes and developing specific measures to eliminate the conditions leading to such interruptions.

Improving labor productivity is crucial for the retail sector, as it is in any other sector of the economy. Labor productivity is an indicator that reflects all aspects of an organization's economic and financial activity. It affects various aspects such as sales volume, sales costs, labor cost, and profit. While technological advancements, work organization enhancements, and material incentives play a role, labor productivity depends on various factors.

The factors affecting labor productivity can be categorized into external and internal factors. External factors include the overall state of the economy, technological progress, the availability of new technologies, international relations, legislation, workforce availability, and educational levels within the country. Internal factors are those associated with the organization itself, such as material and technical factors, organizational factors, and economic factors.

Material and technical factors include the current state and development of the organization's material and technical base, mechanization of operations, the introduction of new technology, and equipment modernization. Organizational factors involve the adoption of progressive customer service forms, improving management systems, organizing work efficiently, and managing employee absence. Economic factors consider factors such as the employment structure, which affects the workload of an employee [6].

The analysis should focus on both the change in labor productivity over several years and the relationship between changes in labor productivity, average wages, and workforce size. The aim is to ensure that increasing labor productivity precedes increases in average wages or employment. This analysis can be conducted using graphical methods to visualize these relationships.

Factor analysis of labor productivity should consider both the factors influencing labor productivity and the impact of labor productivity on other economic indicators of the organization, such as sales volume.

Many factors can influence labor productivity, both internal and external to the organization. Understanding these factors and their dynamics is essential for making data-driven decisions and improving an organization's overall effectiveness.

Economic factors include changes in the volume and structure of trade, improvements in wage payment methods, and material incentives for trade workers.

Various methods are used to determine the impact of factors on labor productivity, such as grouping, variance analysis, correlation analysis, chain substitution, differences, integral, and others. For example, the chain substitution method can be used to calculate the influence of various factors using the formulas provided in the previous sections.

Increasing labor productivity is a fundamental challenge for the continuous development of industries, as it is a key driver of sales growth. The level of labor productivity also directly affects wage levels. Wage rates are closely tied to both the well-being of workers (or their deterioration when wage rates decrease under equivalent conditions) and their material interest in career advancement and work organization improvement. Proper wage organization and the enhancement of incentive forms play a significant role in improving labor productivity.

It is worth noting that the current wage payment system is weakly linked to the final results of an organization's work and does not sufficiently incentivize the adoption of progressive customer service processes or the growth of employees' professional skills. The retail sector has seen an increase in the number of employees without specialized education, which has led to a decline in the quality of customer service.

The working hours of employees hired under labor laws are regulated by labor legislation. According to this legislation, the standard working week duration is 40 hours for adults and 36 hours for minors working in specific conditions. Some categories of employees engaged in particularly challenging work may have a shorter working week [10].

Regarding the analysis of working hours, key units of measurement include man-hours and man-days. Larger units of time, such as man-months and man-years, are also used, but these are equivalent to the average number of listed employees over specific periods.

The theoretically designated working time consists of the time actually worked during the normal working period (specified time) and the time not utilized during that period. The time actually worked should include the following:

- a) Hours actually worked in the workplace during the normal working period.
- b) Overtime hours worked beyond the normal working hours and typically compensated for at higher rates (overtime hours).
- c) Time spent in job-related activities such as workspace preparation, repairs, equipment setup, document completion, and record-keeping.
- d) Time spent in the workplace during downtime due to temporary absence from work, equipment breakdown, accidents, or time spent in the workplace during which no work was performed but was paid according to the employment contract.

It is essential to note that according to international standards, the time spent on downtime when the worker is present at the workplace but is not working due to various technical or technological reasons is considered a loss of the workday, and it does not count as actual worked time. Full-day idle time (when the worker is present at work but does not perform any work due to various technical or technological reasons) is not included in the actual worked time when calculating time funds.

Internal unworked time, when an employee worked only part of the workday, is not included in the calculation of time funds in man-hours.

Secondly, overtime hours should always be accounted for separately since they represent time worked beyond the theoretically allotted time for work. It is important to note that overtime hours are not the hours worked during the standard working week or month. Flexible work schedules are prevalent nowadays, allowing employees to vary the duration of their workdays, weeks, or months within certain limits. In cases of working overtime

beyond what is legally or contractually established for one period, compensation time is granted in other periods, compensating for the extra hours worked.

Unused work time due to legitimate reasons is composed of absences due to sickness, educational leave, fulfilling state and public duties, and other absences prescribed by laws. Administrative leaves, partial workdays or workweeks, and labor disputes also contribute to unused workdays [22]. A comprehensive overview of time funds and their utilization can be obtained from the workday balance.

It is advisable to prepare workday balances on a monthly basis at the enterprise level. A detailed classification of the causes of unused time and the reasons for lost workdays allows the alignment of production plans with the real resources of workdays, considering the data on the structure of workday utilization for different periods.

In summary, it's important to note that personnel in an enterprise include both active and potential workers. The personnel of the enterprise encompass all employees on the roster. When calculating personnel requirements, it is essential to ensure the most rational utilization of labor resources, an optimal balance of various personnel categories, and maximum possible flexibility in releasing workers from new types of activities. Personnel requirements should be calculated within the working categories. Absolute and relative indicators are used to characterize labor force movement. Key indicators for assessing labor resource movement intensity include the hiring turnover rate, staff turnover rate, staff stability rate, labor force replacement coefficient, and composition stability coefficient.

The information base for personnel analysis consists of data from accounting, financial and statistical reports, operational accounting data, primary information maintained in the human resources department, accounting documents, orders, and others. Enterprises determine the total number of employees, their professional levels, and qualifications, and approve their staff in accordance with current legislation. The process of studying and qualitatively analyzing the efficiency of personnel utilization in enterprises consists of the following stages:

- Studying and assessing the enterprise's staffing of its structural units with labor resources in general, and even by categories and professions.
- Identifying and studying staff turnover indicators.
- Discovering labor resource reserves and their more complete and effective utilization.

CHAPTER 2

COMPREHENSIVE DESCRIPTION OF LLC "SILPO-FOOD"

2.1 General description of LLC "Silpo-Food"

LLC "Silpo-Food" was founded on November 25, 2002, by two founders, a natural person and PJSC "FOZZI." At that time, the authorized capital was 16,500 UAH. However, a decision was made to register the issuance of registered non-documentary bonds in the amount of 100,000 pieces for a total of 100,000,000 UAH. The issuance of bonds is aimed at raising funds for the development of the network.

The historical development of LLC "Silpo-Food" occurred as follows: in 1997, Fozzy Group was founded. The first Fozzy Cash&Carry store was opened in Kyiv. Later, in 1998-1999, there was development in the trade direction, focusing on wholesale trade and distribution of products from major manufacturers. In 2001, the "Silpo" network project was launched, opening five supermarkets in Kyiv and expanding trade networks in Kyiv, Nizhyn, Dnipro, and Khmelnytsky. The communal service project "Eco-Service Ukraine" was launched. In 2002, the "Silpo" network expanded to 22 stores, Fozzy Cash&Carry to two stores. The pharmacy network "Bud Zdorovy" was opened, and the "Fora" network (2 stores) was founded. Later, in 2003-2004, the company expanded, including the acquisition of the "Dniproianka" network, and the beginning of reformatting non-profitable and neglected stores in residential buildings into the "Fora" network. The further expansion of the "Silpo" and "Fora" networks by the end of 2004 included 53 "Silpo" supermarkets and 18 "Fora" stores. It was during this period that the decision to acquire the Engels Confectionery Factory was made.

In 2005, 29 new "Silpo" supermarkets were opened in various cities in Ukraine, and the number of "Fora" stores increased by 22. The third Fozzy Cash&Carry hypermarket was opened near Kyiv, and the Malyn Meat Plant (LLC "RUTA") was acquired. The first Czech restaurant "U Khromoho Pola" was opened, and the Otto Shtekker trademark was created.

The "Hotline" project was launched in the "Silpo" network (phone: 0 800 301-707). The project for the production and sale of ready-made dishes and semi-finished products in the "Silpo" supermarket network was implemented. The project to open French bakeries in the stores of trade networks was realized, and the group of companies switched to the SAP software solution. A strategic partnership agreement was concluded with the company "UVC" (Ukrainian Cargo Couriers).

In 2006, the "Silpo" network expanded to 105 supermarkets, and the "Fora" network grew to 55 stores. In 2007, the "Silpo" network expanded to 143 supermarkets, and the "Fora" network had 79 stores. Later, in 2008, the expansion of the "Silpo" network reached 149 supermarkets. The first "Fora" store with a redesigned design and the first pharmaceutical supermarket "Bila Romashka" were opened in Kyiv. The company launched its own brand "Povna Chasha."

In 2009, a single quality department for Fozzy Group was established, and stricter quality control of food products was implemented in the trade networks of the company group. The company launched its own brand "Povna Charka." Fozzy Group was shortlisted for the World Retail Award. The "Price of the Week" advertising campaign won the bronze Effie award. The "Premium" trademark was recognized as the most recognizable private label in Ukraine. The restaurant "La Bodeguita del Medio" was opened under the Republic of Cuba franchise, and the "Staromak" restaurant was opened. The reformatting of pharmacies and pharmacy kiosks "Bud Zdorovy" into "Bila Romashka" pharma-markets began. The "Bila Romashka" network opened its 4th pharma-market.

In 2010, Fozzy Group's own brands won in three categories of the National Private Label 2010 awards. A special internet service was created for participants in the "Own Account" program. The "Divan" restaurant was opened, and the "Bila Romashka" network introduced the "Own Account" loyalty program. A phyto bar was opened. Pharma-markets were opened in Borispol, Sevastopol, and the largest in terms of retail space in the village of Khodosivka.

In 2011, the expansion of the "Silpo" network to 219 supermarkets began, making it the first national network in Ukraine. The "Extra!" private label was launched for the Fozzy Cash&Carry network. The "ringoo" network expanded to 345 retail points. The "Premiya Design Awards" competition was created. The "Nizhyn" trademark received four awards in the "Product of the Year 2011" competition. The 23rd "Bila Romashka" pharma-market was opened, as well as the first "Skin Health Center" in Ukraine on the premises of the pharma-market.

In 2012, the "Silpo" network expanded to 237 supermarkets, and two premium supermarkets "Le Silpo" were opened in Kharkiv and Dnipro. The "Fora" network expanded to 159 stores. Two Fozzy Cash&Carry hypermarkets were opened. The "Premiya Wine Club" private label was launched. The "Treasure Box" service for "Own Account" members was introduced. The "Nizhyn" trademark received 8 awards in the international competition "Product of the Year 2012" held as part of the 19th International Food, Beverage, and Raw Materials Exhibition "Prodexpo-2012."

In 2013, the "Premiya" trademark began producing a children's series of products (for children aged 5-12) under the name "Ricky Tiki." The "Z Alco Energy Drink" private label was introduced for sale in Fozzy Group stores. Fozzy Group products won in three categories at the National "Private Label 2013" awards: "Brand Recognition," "Contribution to Category Development," and "Innovation of the Year." A delicatessen market "Le Silpo" was opened in Kyiv, and 7 "Silpo" supermarkets opened in various cities.

In 2014, the "Silpo" network won in two categories at the National Retail Awards 2014, specifically the "Consumer Choice" category. The Nizhyn Canning Plant was recognized as one of the best agricultural enterprises in Ukraine at the annual "Agrarian Elite of Ukraine 2014" awards. The "Silpo" network expanded to 248 supermarkets, and the "Fora" network grew to 218 stores. The range of products under private labels increased to 2,350 product names in 380 categories. The number of suppliers worldwide reached 580 manufacturing companies. The "Ambassador" student scholarship program was established in the "Silpo" network. The Fozzy Group Quality Control Laboratory, founded in April 2014,

received state certification. Fozzy Group also established its own network of travel agencies called "Silpo Voyage."

Fozzy Group is one of the largest retail and industrial groups in Ukraine, with over 600 retail points throughout the country and more than 35,000 product names. In addition to retail networks, the company's business interests include food production and the restaurant business. The President of Fozzy Group is Ukrainian businessman Volodymyr Kostelman.

The company's main activity is retail sales in stores primarily focusing on food products, beverages, and tobacco products, as well as bread and bakery product manufacturing. Fozzy Group also produces flour-based confectionery products, cakes, and pastries with short shelf lives. The company is involved in wholesale trade of beverages, wholesale trade of tobacco products, retail sale of beverages in specialized stores, and operates restaurants and mobile catering services.

Fozzy Group's primary objective is to study the needs of its consumers, their tastes, and preferences for their ultimate satisfaction. The company collaborates with various customer categories, including wholesalers, trade bases, stores, private individuals (entrepreneurs). The quality of the products is a top priority for the company.

Fozzy Group emphasizes its own imports, one of its strategic business areas. Fozzy Group imports exclusive products and beverages from 50 countries worldwide, working with 170 manufacturers. The company establishes direct contracts with suppliers of original products and offers them in Ukraine at the manufacturer's price. Imported products include alcoholic beverages (wines, brandies, cocktails), cheeses, confectionery products, fish delicacies, olive oil, dairy desserts, and mineral waters from European manufacturers. Fozzy Group selects suppliers of imported goods based on several criteria. Additionally, the company has developed an operational planning system directly from the manufacturer, ensuring regular product deliveries. In the spring of 2012, Fozzy Group introduced a line of premium cheeses. The company became the first Ukrainian retailer to offer 100 varieties of premium cheeses from various manufacturers within one retail network. The assortment is presented in all major cheese categories: fresh, soft, pressed, and cheeses with diverse types

of molds. Among the suppliers of premium cheeses for Fozzy Group's own imports are European companies such as Wyke Farms Ltd, Veldhuyzen Kaas bv, and Fromi Rungis SAS. In the fall of 2012, Fozzy Group introduced the Premiya Wine Club. The first products under the PWC label included a line of French wines, La petite vigne, including Merlot, Cabernet Sauvignon, Sauvignon, and Chardonnay varieties from the Pays d'Oc IGP category (local wines from the Languedoc region).

"Silpo-Food" uses a linear-functional structure. In this structure, under linear management at each level of control, specialized departments are created (procurement, personnel, market research, and so on), which have certain authority over subordinate units. Linear managers coordinate the activities of functional departments (divisions) and develop decisions for subordinate units, relying on administrative influence through orders and directives. Functional departments, on the other hand, manage functional subordination using instructions, rules, recommendations, norms, and standards, among other methods.

Some of the positive aspects of such a structure include stimulating specialization and improving coordination within functional units [14].

In the company, control over expenses is significantly more effective, enabling the efficient use of functional-cost analysis in cost accounting. Additionally, this structure allows for greater flexibility in adapting to market demands.

The supreme body of "Silpo-Food" LLC, the highest governing body of the company, is the general meeting of its participants. They are responsible for all issues related to the company's activities. During the intervals between the meetings of the participants, the operational management of the company is ensured by the company's director.

The general meetings of the participants are responsible for various matters, including determining the main directions of the company's activities, approving its plans and reports on their execution, amending the company's charter, changing its charter capital, creating and revoking the executive body of the company, determining forms of control over the executive body, and approving annual reports and financial statements, profit and loss

distribution, as well as deciding on the acquisition of a participant's share and the liquidation of the company.

The next in line is the president, who serves as the CEO. The management team includes directors responsible for commerce, network development, marketing, personnel, economics, finance, and technical matters.

The procurement department and the product distribution center involve specialists responsible for the sale of the company's products. The director of commerce leads this department. The distribution center unites employees involved in the supply and storage of raw materials and materials used in the company's production processes.

The construction and engineering group is headed by the director of technical matters, overseeing all technical services that ensure timely and high-quality preparation of production, technical operation, equipment repair, and modernization.

Regional directors and store directors, who report to the director of network development, serve as another link in this structure. They are responsible for controlling and ensuring the sale of the company's products in the retail network.

The accounts and credits department, as well as the analytical and planning departments, are responsible for the company's financial and managerial accounting, economic planning, analysis, the development of measures to improve the corporation's performance, and providing overall guidance and timely, accurate, and reliable information about the company's financial status and performance to other users.

The production units, such as brigades of workers directly involved in the production process, include product experts, managers, marketers, economists, and others [21].

This structure is characterized by economic rationality, ensuring cost-effectiveness in maintaining the company's divisions. It allows for the operational implementation of management decisions, improving the efficiency of functional departments, and the ability to quickly allocate resources, which is essential for strengthening the corporation's market positions.

The organizational structure of LLC 'Silpo-Food' efficiently combines the relationships between specialized and highly specialized units with the processes that consolidate information for further management decisions. This allows the company to grow, develop, and react quickly to changes in the external, unstable environment.

Some advantages of this structure include the high competence of specialists responsible for specific functions, alignment with the chosen strategy of the company, and the combination of the principle of management specialization with the principle of unity of leadership. However, there are also several disadvantages, including limited flexibility in addressing new challenges, complex coordination of functional department activities when implementing innovative programs, and difficulties in implementing internal production design and technological innovations without involving higher-level management.

2.2 Analysis of the indicators of production and economic activity and personnel potential of LLC 'Silpo-Food'

The main indicators characterizing the efficiency of LLC 'Silpo-Food' activities are summarized in Table 2.1.

As seen from Table 2.1, in 2023, the efficiency of the company's activities significantly improved. Revenue from product sales increased by 7,613,971 thousand hryvnias compared to 2022, while other operating incomes grew by 204,258 thousand hryvnias. It is evident that the net profit increased by 417,144 thousand hryvnias.

The question of increasing labor productivity requires a systematic approach. It is necessary to develop the search for reserves to increase labor efficiency by mobilizing its factors. To address this issue, you can use levers such as motivational, technical-organizational, and moral factors to increase labor productivity, which significantly influences the company's performance.

Table 2.1 - Performance indicators for the production activity results of LLC “Silpo-Food”

Indicators	2022 year	2023 year	Absolute deviation (22/23), (+/-)	Growth rate (22/23), %
Revenue from Product Sales, thousand UAH	27 408 606	35 022 577	7 613 971	127,8
Other Operating Incomes, thousand UAH	459 881	664 139	204 258	144,4
Cost of Goods Sold, thousand UAH	21 960 669	28 093 748	6 133 079	127,9
Other Operating Expenses, thousand UAH	291 369	361 514	70 145	124,1
Net Profit, thousand UAH	988 765	1 405 909	417 144	142,1

One of the most important categories of the enterprise is its fixed assets. A structured set of data indicators is provided in Table 2.2.

Table 2.2 - Analysis of fixed assets of LLC "Silpo-Food"

Indicators	2022 year	2023 year	Absolute change	Growth rate, %	Growth rate, %
Asset Turnover	34,8	34,2	0,6	98,3	-1,7
Asset Density	0,028	0,029	0,001	103,6	+3,6
Return on Assets	1,26	1,37	0,11	108,7	+8,7
Depreciation Rate	0,46	0,47	0,01	102,2	+2,2
Serviceability Coefficient of Fixed Assets	0,54	0,52	-0,02	96,3	-3,7
Weight of fixed assets :					
in the total volume of non-current assets	22,2	26,7	4,5	120,3	+20,3
in the total volume of assets, %	9,3	9,7	0,4	104,3	+4,3

The calculations show that the company effectively utilizes its fixed assets. The asset turnover ratio tends to decrease, while asset density increases. In 2023, the asset turnover ratio decreased by 0.6 times. An increase in asset turnover leads to relative savings in production fixed assets and an increase in turnover.

The increase in the return on assets by 0.11% in 2023 indicates that the company is using its fixed assets more effectively. The increase in the depreciation rate of fixed assets at LLC "Silpo-Food" in 2023 by 0.01 (2.2%) indicates a slight wear and tear of the company's fixed assets. However, it would be advisable for the company to make changes to the structure of fixed assets and capital allocation for the improvement of its operations.

The decrease in the serviceability coefficient of fixed assets is a negative trend since it indicates that a portion of the company's fixed assets is becoming less suitable for operation in its business activities. The remaining value of fixed assets is increasing at a faster pace than the volume of long-term liabilities and at a slower pace than the equity capital.

Enhancing the efficiency of using fixed assets is of paramount importance. Therefore, the company should strive to modernize them and make the most efficient use of what is available, especially in the existing conditions of financial and production investment deficits.

It is important to note that human potential refers to the collective abilities of the corporation's personnel for productive and creative work, mastering new labor tools, technologies, and methods, improving their professional skills, and engaging in innovative activities. The corporation's effectiveness is primarily determined by the productivity of its employees. The competitiveness of the company and the economic impact of investments in its activities are directly dependent on its human potential (Figure 2.1)

Naturally, the quality of an individual's potential at each career stage significantly depends on the quality of the corresponding components of this potential. The assessment of the quality of human potential is carried out at the stages of education, self-education, and the synthesis of professional experience. The human potential of the corporation is the main competitive asset and is determined based on the synthesis of employees' potential and the introduction of additional characteristics that reflect the features of collective professional activities.

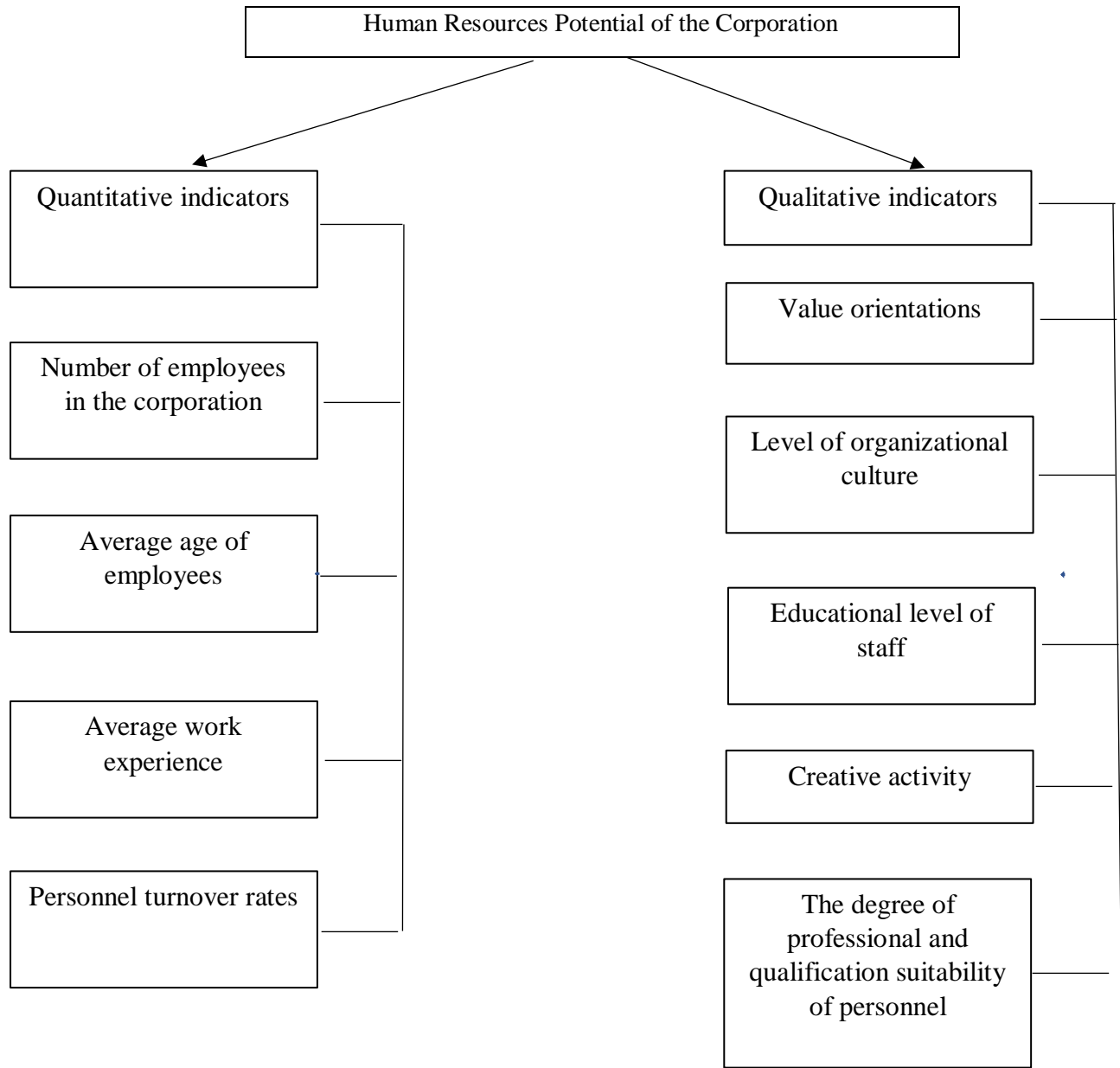


Figure 2.1 - Structure of the enterprise's human potential

Let's identify the main indicators of the corporation's human potential (Table 2.3).

Table 2.3 - Indicators for assessing human potential

№	The indicators	Values
1	Hiring coefficient:	0,03
2	Coefficient of job variability	3,8
3	Variable work mode utilization coefficient:	1,2
4	Continuity coefficient	0,1
5	Integrated coefficient of job utilization	0,12
6	Labor productivity of personnel, thousand UAH	70,1

Analyzing the data indicators, it can be noted that the utilization of the variable mode exceeds by 20%, the hiring coefficient is 0.03, the continuity coefficient is 0.1, and the labor productivity is 70,100 UAH.

With the number of employees in the enterprise, we can calculate a series of indicators for the year 2023:

- Turnover due to layoffs – the ratio of the number of layoffs to the average headcount of employees.

$$K_3 = \frac{R_3}{R_{cc}} * 100 \quad (2.1)$$

where R_3 is the number of layoffs in 2023, and

R_{cc} is the average headcount.

$$K_3 = \frac{8734}{32\,817} * 100 = 26,6\%$$

"Turnover due to hiring" refers to the ratio of the number of hires to the average headcount of employees.

$$K_n = \frac{R_n}{R_{cc}} * 100, \quad (2.2)$$

Where R_n is the number of hires in 2023, and R_{cc} is the average headcount.

$$K_{\pi} = \frac{8953}{32\,817} * 100 = 27,3\%$$

Personnel turnover is the ratio of the total number of exits (turnover due to layoffs) or total hires (turnover due to hiring) in 2023 to the average headcount of employees throughout 2023.

Where:

- K_o is the personnel turnover.
- K_3 is the turnover due to layoffs.
- K_n is the turnover due to hiring.

The formula is given by:

$$K_o = K_3 + K_n \quad (2.3)$$

Where:

- K_3 is the turnover coefficient due to layoffs.
- K_n is the turnover coefficient due to hiring.
- K_o is the personnel turnover coefficient.

example:

$$K_o = 26.6 + 27.3 = 53.9 \%$$

Employee stability refers to the ratio of the headcount of employees on the list throughout the year as a percentage of their average headcount.

$$K = \frac{R1}{Rcc} * 100 \quad (2.4)$$

where:

- $R1$ is the number of employees with work experience at the enterprise exceeding one year as of 2023.
- Rcc is the average headcount.

$$K = \frac{24\,723}{32\,817} * 100 = 75,3\%$$

The level of labor force stability is the ratio of the number of employees who left for various reasons during 2023 to the average headcount of employees.

$$K_c = 1 - \frac{R_3}{R_{cc}} \quad (2.5)$$

Where:

- R_3 is the number of employees who left for various reasons during the year in 2023.
- R_{cc} is the average headcount.

$$K_c = 1 - \frac{8734}{32\,817} = 0,73\%$$

Therefore, it can be concluded that in 2023, workforce turnover is present and amounts to 26.6%, workforce stability is 75.3%, the level of labor force stability is 0.73%, and the annual personnel turnover is 53.9%.

The leader of the LLC "Silpo-Food" exhibits a democratic leadership style with elements of authoritarianism. This style is characterized by the distribution of authority, responsibility, and initiative between the leader and subordinates. The leader positions himself within the group, consistently seeking the opinions of the team on important production matters and making decisions collaboratively.

The advantages of this leadership style include the ability to address non-standard tasks requiring a creative approach, incorporating ideas from subordinates into decision-making, fostering a positive psychological climate in the corporation, allowing the leader to focus on significant issues, and ensuring that organizational goals are clear and understandable to subordinates. In this environment, employees can learn from each other horizontally, with the democratic leader considering individual psychological characteristics, needs, and interests of subordinates and applying appropriate methods of influence.

In the case of this type of management structure, the linear organization has advantages, but with an increase in the level of management, the role of functional management grows. While its role is insignificant within the management of small structural units, in the context of managing a corporation, it becomes crucial. Functional departments handle the entire scope of technical preparation, prepare solutions for tasks related to managing the service delivery process and production, relieving linear managers from planning, financial calculations, and more.

It's crucial that the leader of LLC "Silpo-Food" actively pays close attention to personnel selection, and a qualified recruitment manager assists him in this process.

The HR manager is a strategist who must find ways to ensure that each employee performs their duties most efficiently. The primary focus is on results, and to achieve them, powerful motivation is needed. The HR manager's primary task is to explain to employees what is expected of them. To achieve this, the HR manager needs to understand the essence of innovations and the company's strategy. HR specialists also monitor the qualification level of company employees and contribute to their professional growth through various tests, training, and educational programs.

HR management is present in various fields of activity, and the food retail industry, where LLC "Silpo-Food" actively operates, is no exception. However, it was an innovative decision on the part of the LLC "Silpo-Food" leader to engage such a professional and provide opportunities for their work. It is also worth noting that HR has created additional value for the business in the company. This is realized by being able to become the kind of manager who wants and, most importantly, can take on additional responsibility while having the ability to make informed decisions. This is facilitated by possessing strategic thinking, flexibility, persuasiveness in communication, and proactivity.

The recruitment manager should conduct their activities in line with the company's strategy and directly link all HR processes with end consumers. In such a case, a range of proposed measures and initiatives in personnel management becomes effective, creating value for the business. These initiatives include:

- Organizing personnel work in accordance with the general development goals of the enterprise and specific directions of personnel policy to achieve effective use and professional development of employees.

- Ensuring the staffing of the enterprise with workers of the necessary professions, specialties, and qualifications.

- Identifying the need for personnel, studying the labor market to determine possible sources of staffing.

- Conducting recruitment, interviewing candidates, including graduates of educational institutions, to staff the workforce.

- Organizing employee training, coordinating efforts to improve the qualifications of employees and develop their careers.

- Presenting information on personnel issues and important personnel decisions to all employees.

- Organizing the assessment of the results of employees' work, certifications, contests for filling vacant positions.

- Developing a system for evaluating business and personal qualities of employees, motivating their career growth.

- Consulting managers at various levels on personnel management issues.

- Participating in planning the social development of the team, resolving labor disputes and conflicts.

- Drafting employment contracts and contracts, maintaining employee personnel files, and other personnel documentation.

There is a pronounced orientation of the leader toward cooperation and active interaction with the team in all aspects of collective life, collegiality in making managerial decisions, attentive consideration of all proposals and wishes, and encouragement of independence and self-discipline, stimulating the activity and initiative of the team.

The leader places great importance on establishing psychological contact with each employee and the entire team, treating all employees with respect and without creating an

inner circle of "trusted" individuals enjoying certain privileges. This approach helps to create a cohesive team, a favorable psychological climate, and directs the collective towards overcoming challenges together.

True partnership and equality of participants in the communication process are emphasized. The leader avoids focusing on power issues, maintaining a lack of "social distance" in communication, and promoting the formation of a network of diverse communication within the team.

The leader always considers the needs and interests of each employee, creating optimal conditions for their satisfaction, aiming to unite the interests of leaders and employees. In case of conflicting interests, compromises are sought rather than resorting to strict disciplinary measures.

Regarding elements of authoritarianism, the leader utilizes effectiveness in routine tasks that do not require a creative approach, ensuring clarity of management to minimize costs, and facilitating quick reactions to changes in the external environment.

In summary, the managerial staff in the corporation represents its most vital resource – human resources. The adherence to the principle of forming a unique personnel potential enhances the corporation's competitiveness and efficiency. The leader of LLC "Silpo-Food" ensures compliance with these conditions by employing a democratic management style. This, in turn, contributes to the effective operation of the team but requires significant effort to facilitate communication, coordinate actions, and consider individual psychological characteristics.

CHAPTER 3

MECHANISM OF IMPROVING MANAGEMENT STYLE AT LLC "SILPO-FOOD"

3.1 Implementation of the functional analysis management system

Leadership style is expressed in the methods by which a manager encourages the team to take an initiative and creative approach to fulfilling their duties, as well as how they control the results of subordinates' activities. The adopted leadership style is a characteristic of the manager's performance quality, their ability to ensure effective managerial activities, and also creates a unique atmosphere within the team, fostering favorable relationships and behavior [13].

It is advisable for LLC "Silpo-Food" to establish a functional analysis management system for the enterprise. This system will eliminate inconsistencies in the actions of departments, improve communication, and enhance interaction with external organizations.

Therefore, LLC "Silpo-Food" will conduct a plenum twice a year, with representatives of the management being direct participants. Its main purpose is to ensure the constant relevance and functional effectiveness of the company's management system, take timely measures regarding development, implementation of innovations, etc. It will also address decisions regarding the necessity of changes in management, in terms of the company's policies and objectives.

The preparation for the plenum will begin with the advance collection and processing of information. During the plenum, a report on the functioning of trade and production activities will be discussed; decisions will be made based on the presented material; proposals for improving managerial activities will be put forward; the management policy of the enterprise will be adjusted and aligned with the corporate strategy (if necessary); decisions regarding the efficiency of resource utilization will be made; an evaluation of

management effectiveness will take place, and a protocol summarizing the plenum's results will be issued.

Department heads, along with their subordinates, will conduct an assessment of managerial activities within the specified timeframe by filling out a corresponding form. Later, they submit it to higher management, which, in turn, analyzes the information for possible future use.

The form includes data on the results of implementing measures agreed upon in previous plenums, the implementation of action plans for improving managerial activities, internal and external audits, analysis of deviation reports, feedback analysis, analysis of corrective and preventive actions, and analysis of process functioning at the intermediate management level.

No later than two days before the start of the plenum, all participants receive materials contained in the form, prepare questions and proposals to be discussed at the plenum. Heads of structural units prepare reports on the functioning of the units under their control.

The CEO or their deputy opens the session and sets the agenda. A protocol is formed based on the plenum's results, distributed to participants and responsible individuals specified in the protocol. It includes a brief summary of all presentations and proposals discussed at the meeting, the results of the discussions, proposed actions (including specific corrective measures), an evaluation of management policies and objectives, and an assessment of the effectiveness of managerial work.

The implementation of this management system for LLC "Silpo-Food" is necessary as the volume of production and service provision is increasing, leading to the need for an expanded geographical distribution of products and a more efficient management system.

This process is logically presented as a sequence of stages.

Table 3.1 - Stages of the functional analysis management system for LLC "Silpo-Food"

№	Stages	Characteristic
1	Stage 1	Preparatory. A steering committee is formed (representatives of management and senior executives of the company) along with a working group (corporate employees responsible for documenting processes and modernizing various elements)..
2	Stage 2	Employee Training. It is advisable to organize training for employees, starting from the top management, as they are the ones making strategic decisions regarding the enterprise. The greatest impact is achieved when training undergoes a top-down verification: company executives - heads of structural units - employees.
3	Stage 3	Goal Setting. At this stage, strategy and objectives are determined based on the analysis of the company's mission (the philosophy of its existence, strategic goals, fundamental purpose that distinguishes it from other enterprises, and within which it defines the nature of its actions) and vision (which can be defined as the integral representation of top management about the state and potential of the business in relation to the organization's long-term activities).
4	Stage 4	Enterprise Self-Assessment. It is advisable to use diagnostic self-assessment (critical self-analysis) along with benchmarking (comparison with others) as necessary management tools. In this context, the primary focus is recommended to be on identifying the causes of shortcomings and miscalculations in the operation.
5	Stage 5	Development of a Non-Conformity Resolution Plan. It is necessary to identify a series of measures required to address the non-conformities identified in Stage 4. Once responsibilities are established, develop a timetable for the execution of necessary tasks.

Thus, a series of recommendations regarding the establishment of a functional analysis management system for LLC "Silpo-Food" has been proposed. The implementation of this system will enable the enterprise to reach a new level of customer service, positively impacting its image and elevating overall performance.

It is advisable to calculate the economic efficiency of implementing this system. The annual economic rationale of the proposed improvement (system) reflects the cumulative savings of all production resources that the company obtains through the use of the new method. The determination of the annual economic effect is based on comparing the incurred costs under the base and new methods and is calculated using formula 3.1.

$$E_p = (B_{\text{б}} + B_{\text{ф}}) - (B_{\text{н}} + B_{\text{ф}}) * K_{\text{н}} \quad (3.1)$$

Where:

- Er – Annual economic effect
- Bb – Costs before implementing the new method (baseline)
- Bp – Costs after implementing the new method (planned)
- Bf – Costs of operating the current method
- Kn – Normative quantity of using the current method throughout the year

The annual economic effect of implementing this project is calculated based on administrative costs.

Table 3.2 – Administrative cost values in 2022-2023

Year	2022	2023
The sum, thousand UAH (Hryvnias).	231 956	667 987

The costs of operating the current method will be assumed at the value of 25,658 thousand UAH. Additionally, we will take the forecasted administrative cost volume for the next period as the average indicator for 2022-2023. The plenum is held twice a year. The total amount for the implementation and introduction of this method is 210,000 thousand UAH.

Therefore, the annual economic effect of implementing this method will be:

$$E_p = ((667987 + 0) - (449971 + 25658)) * 2 = (667987 - 475629) * 2 \\ = 192358 * 2 = 384716 \text{ тис. грн}$$

The payback period of a project is the time it takes for the revenue generated by the project to recoup the initial investment costs. The payback period is typically measured in years or months and is calculated using formula 3.2.

$$\Pi_o = \frac{IH}{E_p} \quad (3.2)$$

Where:

- IH – the amount of investment for implementing this method,
- Er – Annual economic effect.

Accordingly,

$$\Pi_o = \frac{210000}{384716} = 0.6 \text{ року}$$

Therefore, the payback period of this method is 6 months.

Hence, one of the key factors ensuring effective personnel management in the modern stage is the manager's focus on relationships with subordinates, particularly emphasizing the psychological component of these relationships. A contemporary manager should be sensitive to the moods and thoughts prevailing in the group, capable of persuading and gaining support for decisions from colleagues, higher management, and subordinates.

Effective relationships and the ability to motivate people to action are of crucial importance for management. Modern managers exhibit traits such as people orientation – spending more time on communication with people and less on bureaucratic work; a spirit of competition – only a manager who withstands pressure from competitors can aspire to success; an external perspective – the search for resources to enhance corporate efficiency is conducted not only within the organization but also beyond its boundaries; orientation towards systems – the complexity of modern relationships prioritizes managers who can comprehensively understand the corporation's activities regardless of the number of its

components; pragmatism, flexibility, and the ability to work with uncertainty – every action by a manager should stem from the set goal and not deviate from the planned course.

However, the means to achieve this goal must constantly change depending on changes in the environmental conditions characterized by a high degree of uncertainty. Orientation towards long-term goals is essential – only managers who can foresee many years ahead ultimately achieve success.

3.2 Modernization of the management structure of LLC "Silpo-Food" and economic justification of feasibility

The organizational management structure can either contribute to the strategic development of the enterprise or hinder it. The process of improving the organizational structure of LLC "Silpo-Food" includes the following stages: formulation of goals and tasks, determination of the composition and location of departments, their resource provision, development of regulatory procedures, documents, provisions that establish the regulatory forms, methods, and processes implemented in the organizational management system.

The specificity of the problem of designing the organizational management structure lies in the fact that it represents a quantitative and qualitative complex task, solved based on the combination of scientific (including formalized) methods of analysis, assessment, modeling of organizational systems with the subjective activity of managers, specialists, and experts already at the stage of selecting and evaluating the best organizational decision options.

To increase the adaptability of LLC, it is recommended to apply more productive forms of enterprise management. As a result of the study, it was determined that the most reasonable is an organizational structure based on the divisional principle.

The divisional structure is based on the formation of autonomous production and economic units (divisions) and the corresponding levels of management, providing these units with operational and production independence and transferring responsibility for profit

to this level. The divisional approach ensures a closer connection of production with consumers, significantly accelerating its reaction to changes in the external environment. There are three types of divisional structures: product, consumer, and territorial. For LLC "Silpo-Food," we consider it expedient to form a divisional-consumer organizational structure.

In a divisional-consumer structure, there are units whose production and economic activities are aimed at meeting the production needs of certain groups of consumers (buyers). The heads of functional services (production, supply, technical, accounting, marketing) must report to the manager of this product.

Transformed LLCs with a divisional-consumer structure can react more quickly to changes in competition, technology, and consumer demand. The activity of selling products oriented to a specific consumer segment is under the direction of one person, thus improving work coordination.

Therefore, a practical recommendation for improving the organizational management system of LLC "Silpo-Food" could be the implementation of a decentralized divisional structure. This type of management organizational structure, based on the optimal linear-functional principle of construction for large corporations, has several noticeable advantages compared to the traditional linear-functional form, making it relevant in modern conditions.

The advantages, disadvantages, and conditions for the application of the divisional structure are provided in Table 3.3.

It should be noted that the proposed management structure primarily involves the process of making adjustments to the organizational management structure based on a systematic analysis of the organization's functioning and its environment to identify problematic areas. Introducing minor changes has a higher chance of success than making major changes; encouraging the awareness level of employees, allowing them to better assess their involvement and strengthening their responsibility for planned changes.

Table 3.3 – Advantages and disadvantages of the divisional structure

№	Advantages	Disadvantages
1	Allows the corporation to give as much attention to a specific consumer as a small specialized company does, enabling faster response to changes in the external environment and adaptation to variable conditions.	Lead to an increase in hierarchy, i.e., vertical management, requiring the formation of intermediate levels of management to coordinate the work of departments, groups, etc.
2	Focuses on achieving the ultimate results of the corporation's activities (production of products that satisfy the needs of a specific consumer).	Possibility of conflicts between departments, especially in the case of a deficit of centrally distributed key resources.
3	Reduces the complexity of management faced by top-level executives.	Contradiction of the goals of departments to the overall development goals of the corporation.
4	Separates operational management from strategic management, allowing top-level corporate leadership to concentrate on strategic planning and governance.	Low coordination of department (division) activities, staff services are disconnected, horizontal connections are weakened.
5	Transfer of Profit Responsibility to the Divisional Level	Inefficient use of resources, inability to fully utilize them due to the allocation of resources to specific departments.
6	Improvement of Communications	Increase in costs to maintain the management structure due to duplication of functions in departments and the corresponding increase in personnel.
7	Development of Broad Thinking, Perception Flexibility, and Initiative of Department (Division) Managers.	Difficulty in top-down control; multilevel hierarchy.

For the successful operation of the organizational structure of "Silpo-Food," an assessment of the effectiveness of the organizational management system (OSU) and measures for its improvement are necessary. In international practice, several different

methodological approaches to assessing the effectiveness of the organizational structure exist, but they are mainly based on comparing production and economic activities before and after the implementation of the organizational structure.

Data for calculating these indicators, as practical experience shows, cannot be unambiguously distinguished. Therefore, expert assessments or analogies are used at the stage of determining the initial data.

The effectiveness of the organizational management structure of "Silpo-Food" is understood as the results of its functioning, ensuring the achievement of the corporation's goals in a competitive environment with minimal management costs. Based on this definition, the analysis of economic efficiency involves calculating the absolute and comparative efficiency of implementing the organizational management structure of "Silpo-Food."

Absolute efficiency refers to the efficiency calculated for each object of the organizational structure of "Silpo-Food," whose activities are analyzed. Absolute efficiency characterizes the overall magnitude of the effect resulting from the improvement of the organizational management structure. Comparative efficiency allows determining the advantages of one option compared to another, as well as the degree of approximation of the selected option to the optimal one.

In the broadest sense, the efficiency of the organizational management structure of "Silpo-Food" is the ratio of the effect obtained from its improvement to production costs. Therefore, the main task of economic analysis is to identify the effect, which is primarily determined by the extent to which the organizational management structure contributes to achieving the organization's main goals. In this regard, the results of improving the organizational management structure of "Silpo-Food" should be reflected in savings of all types of resources, improving the quality of products, and changing the nature and culture of work.

This approach requires consideration of many parameters (cost of capital, free cash flows, tax effects, residual value, etc.), which are difficult to obtain when there is no

organizational management structure already implemented in the enterprise. Therefore, in evaluating the organizational management structure of "Silpo-Food" within the framework of cost-effectiveness analysis, the most common method used is one that provides a clear and relatively simple result for enterprise managers and investors. Efficiency indicators in this case are calculated for each functional unit included in the organizational management structure project, and then summed up if necessary.

During the research of the implemented organizational management structure of "Silpo-Food," two groups of indicators were considered:

1. The first group includes indicators for evaluating the achievement of main goals and solving the main tasks directed by the corporation before and after the implementation of the proposed organizational structure.

2. The second group includes indicators for evaluating the cost of developing (expenses) the organizational structure to support decision-making.

The assessment of economic efficiency will allow the management of "Silpo-Food" to determine the estimate of the future economic benefit from the application of this organizational management structure and the payback period. When calculating the economic efficiency of implementing the organizational management structure of "Silpo-Food," only those indicators that the system itself influences are considered, considering the developed and used models and methods. In addition, at the stage of determining the economic efficiency of the organizational management structure, the comparability of all indicators over time, in terms of composition and structure of cost elements, was ensured.

Based on the above, the economic efficiency of implementing the organizational management structure of "Silpo-Food" is determined by two characteristics: annual economic effect and cost efficiency.

The annual economic effect of implementing the organizational management structure of "Silpo-Food" in a general form can be presented as follows:

$$E = E_g - Z_{pr} \quad (3.3)$$

Yearly savings are the result of: reducing costs for achieving the main goals and solving key tasks, which are the focus of the activities of the LLC 'Silpo-Food'; increasing income due to the improvement of the organizational structure.

Let:

- Annual profit of LLC 'Silpo-Food' before the implementation of the organizational management structure (UAH);
- Annual profit of LLC 'Silpo-Food' after the implementation of the organizational management structure (UAH);
- Costs for using the existing organizational structure of LLC 'Silpo-Food' (before the implementation of the organizational management structure);
- Costs for using the existing organizational structure of LLC 'Silpo-Food' (after the implementation of the organizational management structure);
- Additional profit gained by LLC 'Silpo-Food' in the case of using the divisional organizational structure (UAH);
- Additional increase in the volume of production and sales of products (UAH);
- Additional profit obtained as a result of reducing costs for managing LLC 'Silpo-Food' (UAH).

To conduct further calculations, it is necessary to systematize the financial indicators in Table 3.4.

Let's calculate the corresponding values of the indicators.

$$\Delta V = V_1 - V_0 = 1405909 - 988765 = 417144 \text{ (зпн)}$$

$$\begin{aligned} \Delta R &= (V_1 - Z_{pr_1}) - (V_0 - Z_{pr_0}) = (1405909 - 35000) - (988765 - 33500) \\ &= 415644 \text{ (зпн)} \end{aligned}$$

Table 3.4 - Calculation of the economic effect of implementing the divisional organizational structure at LLC “Silpo-Food”

№	Indicators	Years	Amount, UAH.
1	Net financial (profit)	2022	988 765
		2023	1 495 909
2	Expenses for the use of the management organizational structure	2022	33 500
		2023	35 000
3	Expenses for correcting poorly executed management tasks, reporting, compensation payments	2022	61 700
		2023	52 500
4	Expenses for additional administrative resources related to the implementation of the management system (business trips, seminars, additional briefings and training for staff, etc.)	2022	226 000
		2023	175 000
5	Expenses for the bonus fund and additional salary associated with ensuring managerial activities	2022	36 000
		2023	38 500
6	Expenses for corporate audits	2023	5000
7	Expenses for designing the organizational management structure	2023	8000

$$\begin{aligned}\Delta R &= (V_1 - Z_{pr_1}) - (V_0 - Z_{pr_0}) = (1405909 - 35000) - (988765 - 33500) \\ &= 415644 \text{ (зпн)}\end{aligned}$$

As a result of implementing the divisional organizational structure in the management of LLC 'Silpo-Food,' there is an opportunity to reduce the costs of managing the enterprise. The additional profit obtained as a result of cost reduction can be recorded in the following form:

$$\Delta D^D = \sum_{i=1}^n \Delta C_i = \Delta C_1 + \Delta C_2 + \Delta C^P \quad (3.2)$$

ΔC_1 - Reduction in expenses for rectifying poorly produced products and compensating dissatisfied customers;

ΔC_2 - Reduction in expenses for the preparation of reports;

Reduction in expenses for additional administrative resources associated with the implementation of the management system for LLC 'Silpo-Food' (business trips, seminars, additional briefings, training for staff, etc.).

ΔC^P -cost savings for basic and additional salaries, etc.

$$\Delta C_1 = 175000 - 226000 = -51000 \text{ UAH}$$

$$\Delta C_2 = 52500 - 61700 = 9200 \text{ UAH}$$

$$\Delta C^P = 38500 - 36000 = 2500 \text{ UAH}$$

$$\Delta D^D = -51000 - 9200 + 2500 = 57700 \text{ UAH}$$

Therefore, the additional profit, after conducting calculations, will result in a loss and will amount to 57,700 UAH. In accordance with the above, the formula of economic effect can be represented as follows:

$$E = \left(\frac{\Delta V}{V_0} \right) \times \Delta R + \Delta D^D - Z_{pr} \quad (3.4)$$

$$E = \left(\frac{\Delta V}{V_0} \right) \times \Delta R + \sum_{i=1}^n C_i + \Delta C^P - Z_{pr} \quad (3.5)$$

The costs for the development and implementation of the organizational management structure for the enterprise (Z_{pr}) are advisable to be calculated as follows:

$$Z_{pr} = \sum_{j=1}^n Z_{prj} = 5000 + 8000 = 13000$$

Where Z_{prj} the costs for the development, creation, and implementation of the organizational management structure for the LLC "Silpo-Food" are to be calculated.

$(j = \overline{1, m})$; and Z_1^{pr} -expenses for examination of the corporation

Z_2^{pr} Costs for designing the organizational management structure of LLC "Silpo-Food" were analyzed. The analysis of the development costs, including personnel salaries,

the use of technical hardware, and others, revealed a significant reduction in expenses through the utilization of the corporation's internal resources. Thus, the economic effect of implementing the divisional organizational management structure for LLC "Silpo-Food" will be equal to:

$$E = \left(\frac{\Delta V}{V_0} \right) \times \Delta R + \Delta C_1 + \Delta C_2 + \Delta C^P - Z_{pr} \quad (3.6)$$

$$E = \left(\frac{417144}{988765} \right) \times 415644 - 5100 - 9200 + 2500 - 13000 = 33211 \text{ UAH}$$

It should be noted that the calculated annual economic impact of using the divisional organizational management structure for LLC "Silpo-Food" can be utilized to determine its payback period, namely:

$$T = \frac{Z_{pr}}{\left(\frac{\Delta V}{V_0} \right) \times \Delta R + \Delta C_1 + \Delta C_2 + \Delta C^P} \quad (3.7)$$

$$T = \frac{5000 + 8000}{\left(\frac{417144}{988765} \right) \times 415644 - 51000 - 9200 + 2500} = 0,28 (p)$$

In summary, an assessment of the economic impact of implementing the divisional organizational management structure for LLC "Silpo-Food" has been conducted, resulting in a calculated annual economic benefit of 33,211 UAH. Additionally, the calculations showed that the payback period for the proposed initiative is 3.5 months, indicating the feasibility of implementing this proposal.

The justification for introducing the divisional structure lies in its foundation on the autonomy of production and economic units, providing them with operational and production independence. This structure transfers responsibility for profit generation to these units. With such a structure, "Silpo-Food" LLC is better positioned to swiftly respond to changes in competition, technology, and consumer demand.

This organizational structure is consumer-oriented, grouping divisions around specific consumer segments, allowing the formation of three types of retail networks: "Premium," "Cash & Carry," and "Local." Their goal is to satisfy the needs of specific consumers as effectively as a company serving only one consumer group would.

Therefore, the enhancement of the corporation's management organization involves utilizing various methods for designing organizational management structures based on the specificity of the tasks at hand. The research indicates that, for effective functioning of the organizational management mechanism within the corporation, a comprehensive method of designing organizational management structures should be employed. This method combines the best elements of existing methods, enabling the formation of an organizational structure that ensures the fulfillment of necessary management functions through the adoption of effective managerial decisions, directed towards both the current operations and the future development of the corporation.

CHAPTER 4

SAFETY OF ACTIVITIES, FUNDAMENTALS OF LABOR PROTECTION

4.1 Procedure for providing first aid to victims of sudden cardiac arrest

"Sudden cardiac arrest" is defined as a natural (non-violent) death that occurs unexpectedly within 6 hours of the onset of acute symptoms. Other terms are used in the meanings specified in the Fundamentals of Ukrainian Legislation on Health Protection and other regulatory legal acts in the field of health care.

The sequence of actions when providing first aid to victims of sudden cardiac arrest by non-medical personnel:

1. Before providing assistance, ensure there is no danger;
2. Determine the presence of consciousness - gently shake the victim by the shoulder and loudly address them, for example, "Are you okay? How do you feel?";
3. If the victim responds: a) If the victim is not in danger, leave them in the previous position; b) Clarify the nature of the incident; c) Call the emergency medical team; d) Inform the dispatcher about the victim according to their questions and follow their instructions; e) Provide supervision for the victim until the emergency medical team arrives;
4. If the victim does not respond: a) Ask bystanders for help; b) If the victim is lying on their stomach, turn them onto their back and restore airway patency. If the mechanism of injury was a fall from height, assume that the victim has a cervical spine injury; c) Restore airway patency, determine the presence of breathing using the method: "see, hear, feel." Assess breathing for 10 seconds. If there are doubts about the presence of breathing, assume it is absent;
5. If the victim is breathing but unconscious: a) Place the victim in a stable position; b) Call the emergency medical team; c) Provide supervision for the victim until the emergency medical team arrives;

6. If breathing is absent: a) Call the emergency medical team; b) Start performing cardiopulmonary resuscitation:
 - Perform 30 chest compressions with a depth of at least 5 cm (no more than 6 cm), at a rate of 100 compressions (no more than 120) per minute;
 - Perform 2 breaths using a mask-valve, breathing mask, etc. If protective equipment is unavailable, artificial respiration may be omitted, and only chest compressions should be performed. The two breaths should take no more than 5 seconds;
 - After two breaths, continue chest compressions according to the scheme outlined in this subsection;
7. Change the person performing chest compressions every 2 minutes;
8. Stop performing cardiopulmonary resuscitation until the emergency medical team arrives if the victim resumes breathing or movement.

4.2 The influence of color on improving working conditions and increasing productivity

Color plays a special role in the aesthetic organization of the production environment as it has a multifaceted impact on individuals and therefore has a multifunctional purpose. Color affects physiological and psychological processes, emotional states, work capacity, and productivity. This is determined by such color characteristics as hue, saturation (purity), and brightness (light reflection).

Hue depends on the wavelength measured in micrometers. The longest wavelengths are found in red and orange colors. The wavelength of violet color is the shortest. It has been established that long-wavelength and short-wavelength colors have an adverse effect on humans and cause the greatest visual fatigue. Red color, in particular, acts as a strong irritant and stimulates the nervous system, while violet induces a depressed mood. Intermediate-wavelength colors have a calming effect on the nervous system, contributing to reduced fatigue.

The strength of the influence of different colors on a person depends on their saturation and brightness. Saturated colors improve mood and stimulate the work of analyzers, while unsaturated and low-saturated color shades have a calming effect, aiding in concentration. Light colors, bright and saturated, also enhance mood, whereas dark colors evoke pessimistic feelings.

Based on these properties, colors are used as a means of information to help workers orient themselves in the production environment and equipment to ensure adherence to safety measures. Standards define the following meanings for colors: red - prohibition, immediate danger; yellow - warning, possible danger; green - safe; blue - information.

In addition, certain colors, their shades, and combinations are used as additional factors to improve room lighting, create necessary contrast in the worker's field of vision between the object and the background, reduce monotony and fatigue, ensure psychological comfort, and enhance work capacity and productivity. Colors affect physiological functions and the dynamics of workers' productivity (Table 4.1).

Psychologically, colors are perceived as warm and cold. Warm colors (red, orange, yellow) evoke a psychological sense of warmth, stimulating the activity of the nervous system, attention concentration, and short-term productivity increases. Cold colors (blue, light blue, green) evoke a psychological sense of coldness, calming, relieving eye strain, and aiding concentration.

The choice of color scheme for production premises depends on many factors - muscle and nerve loads, temperature conditions, dimensions and orientation of the premises, and monotony of work. For tasks that require significant physical and nerve loads, as well as in workshops with high air temperatures, it is advisable to use light tones of blue, green, and other calm, cold colors with low saturation. If the work requires only periodic significant mental and physical loads, it is easier to perform in rooms painted in warm colors that increase the body's activity. Performing monotonous tasks is more effective if the premises are painted in bright colors that attract workers' attention and expand the field of cortical activity.

Table 4.1 – The influence of color on the human body

Color	Blood Pressure	Pulse	Respiration Rate	Emotional State	Reaction Time	Productivity
Red	Increases	Increases	Increases	Stimulates	Initially increases briefly, then decreases by half	
Orange	Slightly increases	Slightly increases	Slightly increases	Stimulates, invigorates	Slightly decreases	Similarly, but less pronounced
Yellow	Unchanged	Unchanged	Unchanged	Balances	Unchanged	Not significantly changed
Green	Unchanged	Unchanged	Unchanged	Balances	Unchanged	Slightly increases
Blue	Slightly decreases	Slightly slows down	Slightly slows down	Calms	Not significantly changed	Slightly increases
Purple	Decreases	Slows down	Slows down	Depresses	Clearly slows down	Slightly decreases

For the rational color scheme of production premises, relevant standards and documents have been developed that contain recommended combinations of basic and auxiliary colors, coefficients of light reflection, etc.

Color design plays an important role in creating a favorable production environment. Conventionally, it serves two functions - as a means of information and as a means of psychological comfort.

As a means of information, color is used for the orientation of workers in the production environment and when operating equipment. Orientation in the production environment involves using color to denote movement routes, mark communications, and ensure workers' safety. According to the purpose of colors (red - prohibitive, yellow - cautionary, green - mandatory, blue - indicating), appropriate signs are established.

Correct coloring of equipment elements according to their role in the labor process facilitates workers' orientation during equipment operation. It is advisable to use no more than three colors: one for control elements (yellow, muted orange); another for parts creating the background for the processed detail (steel and cast iron - cream, bronze and copper - gray-blue, etc.); and the third for the remaining painted surfaces (equipment bodies - light green and blue-green).

The colors of auxiliary equipment should be chosen close to the color of the main equipment, and the coloring of tools should be such that it does not distract workers' attention from the main elements of their work.

When coloring potentially hazardous equipment, it is recommended to use colors close to yellow and orange. The most dangerous parts of vehicles from the perspective of injury should be painted yellow-orange with black stripes.

CONCLUSIONS

Organizational human potential is the aggregate of resources, skills, knowledge, experience, and capabilities possessed by an organization's personnel that can be utilized to achieve the company's strategic goals. This concept encompasses various aspects, including employee skills and competencies, experience and knowledge, leadership qualities and development potential, motivation and dedication, flexibility and adaptability, organizational culture development, and talent management potential.

LLC 'Silpo-Food' is one of the largest grocery store chains in Ukraine, offering a diverse range of food products, household goods, and other everyday items. The company actively develops, implements new technologies and strategies to improve customer service, expand its store network, and enhance product assortments.

Strengthening the human potential of a grocery supermarket requires a comprehensive approach based on best practices in personnel management, company culture development, and support for personal and professional growth of employees. To enhance the human potential of a grocery supermarket, several strategies can be employed:

1. Careful Employee Selection:

- Thoroughly select employees who meet the supermarket's needs.

2. Training and Development:

- Invest in training and development programs for employees.

3. Incentives and Motivation:

- Implement incentive and motivation programs for personnel.

4. Flexible Work Schedules:

- Offer flexible work schedules to accommodate employee needs.

5. Open and Effective Communication:

- Maintain open and effective communication between management and employees.

6. Leadership Development:

- Foster leadership development within the organization.

7. Employee Involvement in Decision-Making:

- Involve employees in the decision-making process.

By implementing these strategies, LLC 'Silpo-Food' can strengthen its human potential, creating a positive work environment and promoting the overall success and growth of the organization.

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