MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

V.N. KARAZIN KHARKIV NATIONAL UNIVERSITY

Name of the faculty	**EDUCATION AND RESEARCH INSTITUTE "KARAZIN BANKING INSTITUTE"**
Name of the department	**Management, Business and Professional Communications**
Specialty:	**073 Management**
Educational program:	**Management of Organizations and Administration**
Group:	**AM-25M (full-time mode of study)**

QUALIFYING MASTER'S THESIS

on the topic:

ORGANIZATION AND ASSESSMENT OF THE EFFICIENCY OF THE COMPANY'S PERSONNEL MANAGEMENT PROCESS

student of higher education **Qiao Yajing**

The work is accepted for defence in the EC

Head of Department
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Scientific Adviser
PhD in Public Administration, Associate Professor
____________________ **Timur Malafieiev**

Kharkiv 2024

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APPROVED
Head of the Department
of Management, Business and Professional Communications
PhD in Economics, Associate Professor ________ Nadiia Morozova
(signature) (initials, last name)

25 September 2024

TASK
FOR A QUALIFYING MASTER'S THESIS
Qiao Yajing

1. Topic of work: "ORGANIZATION AND ASSESSMENT OF THE EFFICIENCY OF THE COMPANY'S PERSONNEL MANAGEMENT PROCESS".
Scientific adviser Timur Malafieiev, PhD in Public Administration, Associate Professor
(full name, academic degree, academic title)
Approved by order of the university dated September 17, 2024 № 4601-5/1025.

2. The deadline for student submission of work November 18, 2024.

3.List of topics to be developed:

• In Chapter 1: to find out approaches to understanding the concept of "personnel management" and its place in the system of modern management; to determine the key goals and directions of the bank's personnel management; to reveal modern methods of bank personnel management.

• In Chapter 2: to provide technical and economic characteristics of JSC CB "Privatbank"; to provide an assessment of the work efficiency of the staff of JSC CB "Privatbank"; to analyze the formation of the market value of human capital in JSC CB "Privatbank".

• In Chapter 3: to investigate the foreign experience of bank personnel management; to determine the place and functions of the modern service for working with personnel in the bank; to justify ways to improve the work of the bank's personnel management service.

4. Plan of qualifying master's thesis

№	Names of work sections
1	THEORETICAL FUNDAMENTALS OF BANK PERSONNEL MANAGEMENT
2	ANALYSIS OF THE ACTIVITIES OF JSC CB "PRIVATBANK" REGARDING PERSONNEL MANAGEMENT
3	WAYS OF IMPROVING THE WORK OF THE BANK'S PERSONNEL MANAGEMENT SERVICE

5. Date of issue of the task September 25, 2024.

Student Qiao Yajing ________ Qiao Yajing
signature, full name

Scientific Adviser ____________ Timur Malafieiev
signature, full name

ABSTRACT

The qualifying master's thesis contains 88 pages, 10 figures, 10 tables, and a list of 40 references.

The object of research is the personnel management process in a bank.

The subject of research includes the theoretical and practical aspects of organizing and evaluating the effectiveness of the personnel management process in a company.

The purpose of the master's thesis is to summarize the theoretical and methodological foundations and substantiate practical aspects of improving bank personnel management under modern conditions.

Tasks of a qualifying master's thesis include:

- to explore approaches to understanding the concept of "personnel management" and its place in the modern management system;
- to identify the key goals and directions of bank personnel management;
- to examine modern methods of managing bank personnel;
- to provide the technical and economic characteristics of JSC CB "PrivatBank";
- to assess the work efficiency of the staff at JSC CB "PrivatBank";
- to analyze the formation of the market value of human capital at JSC CB "PrivatBank";
- to study foreign experiences in bank personnel management;
- to determine the role and functions of modern personnel management services in banks;
- to justify ways to improve the performance of the personnel management service in a bank.

According to the results of the study, theoretical and practical principles were formulated and transformed into specific proposals for enhancing the functioning of the personnel management service in banks.

Practical significance: The conclusions and proposals generated from this research can serve as a foundation for developing methodological recommendations to organize and improve the activities of personnel management services in banks under modern conditions. The study provides actionable insights for banks like JSC CB "PrivatBank" to increase staff efficiency, foster human capital development, and align personnel strategies with organizational objectives.

Year of completion of the qualifying master's thesis: 2024.

Year of defense of the qualifying master's thesis: 2024.

CONTENT

INTRODUCTION

Modern business conditions assume that the efficiency and competitiveness of the bank largely depends on the effective management of the bank's personnel. The problem of modern economic conditions for the development of banking activity in Ukraine is the reduction and decrease in the volume of banking services provided, therefore, banks are forced to review the structure of their costs and, as a result, reduce staff and management costs.

Accordingly, in matters of application of management tools for the management of banking institutions, a large role should be assigned to the implementation of an active and well-thought-out policy of personnel management, which would be optimal in terms of cost-profit ratio. The mentioned problems testify to the relevance of the issues of development and implementation of an effective personnel management system of the bank.

The object of the study is the bank's personnel management process.

The subject of the research is the theoretical and applied aspects of the organization and evaluation of the effectiveness of the company's personnel management process.

The purpose of the master's thesis qualificationconsists in summarizing the theoretical and methodological foundations and substantiating practical aspects of improving the bank's personnel management in modern conditions.

To achieve the goal, the following tasks were set and solved:

- find out approaches to understanding the concept of "personnel management" and its placein the modern management system;
- identify keygoals and directions of bank personnel management;
- to revealmodern methods of bank personnel management;
- to provide technical and economic characteristics of JSC CB "Privatbank";
- to provide an assessment of the work efficiency of the staff of JSC CB "Privatbank";

- to analyze formation of the market value of human capital in JSC CB "Privatbank".
- to study the foreign experience of bank personnel management;
- determine the place and functions of the modern service for working with personnel in the bank;
- justify ways to improve the work of the bank's personnel management service.

The information base for writing the thesis is legislative and regulatory documents on the functioning of banks, official statistical materials, reporting and statistical data of JSC CB "Privatbank".

The theoretical basis of the work is the scientific works of domestic and foreign scientists and specialists in bank personnel management. The researches of O. are aimed at solving this problem. Golubka, O. Gugul, M. Morozova, N. Odintsova, A. Turylo and other scientists.

Implementation of the proposals and recommendations provided in the work will improve the work of the bank's personnel management service. This will provide an opportunity to organize the activities of the personnel management service of banking institutions in the conditions of economic, social, political and other transformations in Ukraine.

Key words: personnel, bank, personnel management methods, personnel evaluation, motivation, training and personnel development.

CHAPTER 1
THEORETICAL FUNDAMENTALS OF BANK PERSONNEL MANAGEMENT

1.1. Personnel management in the system of modern management

A mandatory condition for the effective functioning of any business structure is the combination of human resources with means of production, which ensures the activity process.

Business management involves the ability to adapt to changes in the external environment. All the variety of problems of a modern organization should be solved by a professional enterprise management system. It has been determined for a long time that management is an independent type of professional activity, which, being aimed at achieving any goals, involves the rational combination and use of resources - both material and labor, with the mandatory use of management methods that are somehow economic .

N. Georgiadi defines that management is a specific skill and administrative ability to organize fairly effective work of employee services. The management system itself is a type of management and means people management [1].

The implementation of management activities involves the use of various methods that provide the opportunity to direct and effectively organize the performance of those functions that are inherent to it and that are necessary for the implementation of management influence

Let's determine the location of the personnel management system in the management system (Fig. 1.1).

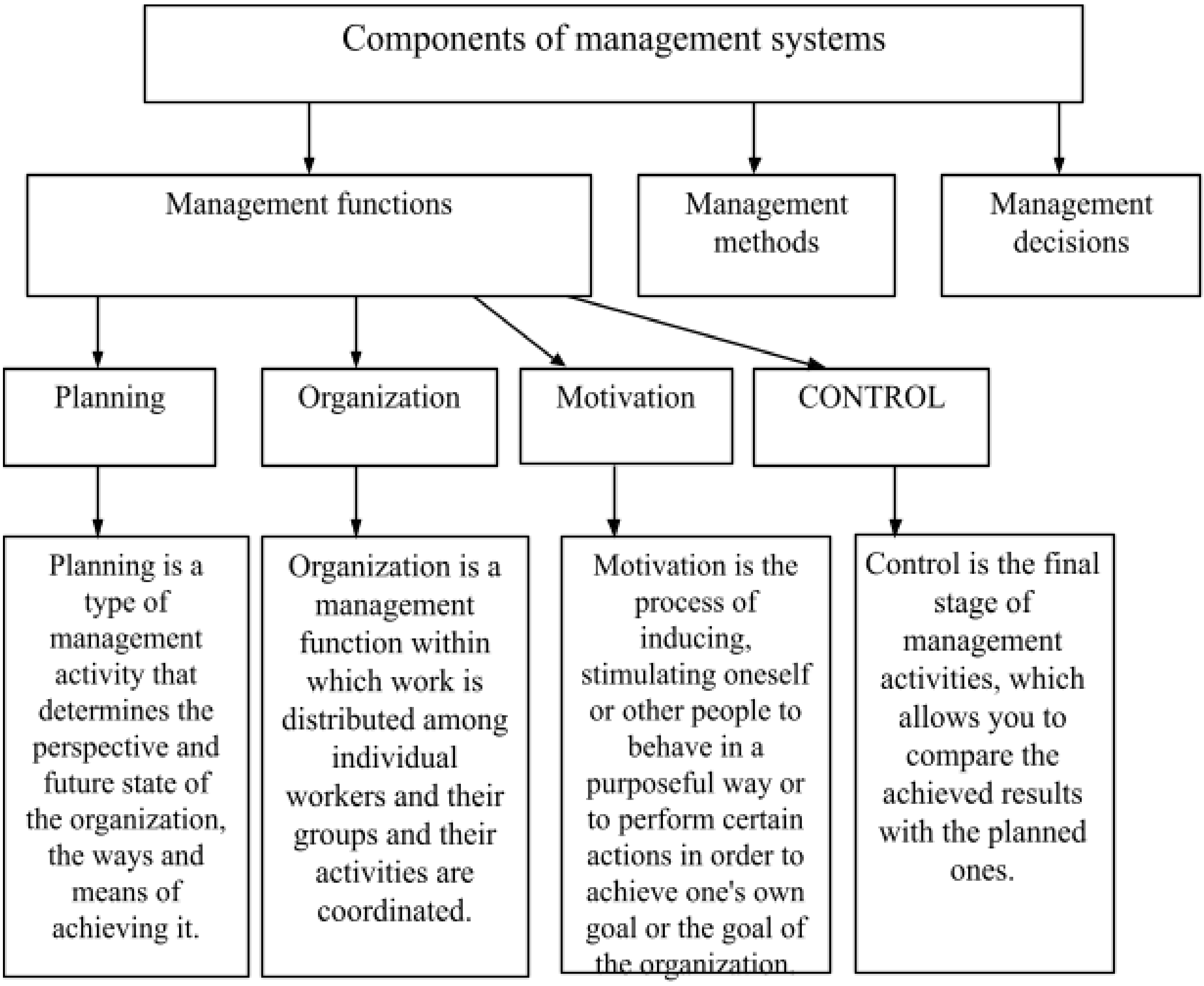

Fig. 1.1. Components of enterprise management systems

As can be seen from Figure 1.1. planning and control functions are types of management activities carried out by the management and aimed at outlining the directions and determining the results of the operation of the enterprise, while organization and motivation are directed directly at the personnel of the enterprise.

Consider the types of management that are used in modern enterprises (Fig. 1.2.) [2, 3].

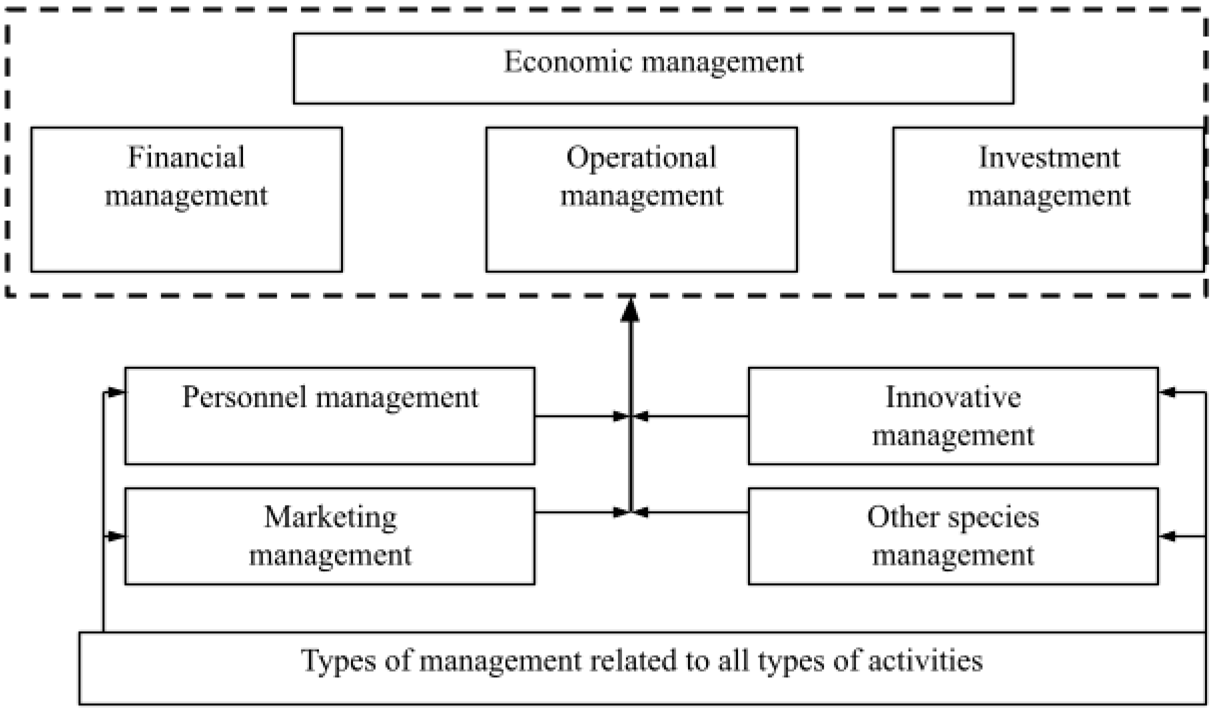

Fig. 1.2. The system of economic management of the enterprise

From Figure 1.3. it can be seen that the system of economic management, in addition to operational, financial and investment management, is also complemented by marketing management, logistics management, etc. Each of them characterizes a specific entity related to the specifics of the enterprise's activity. Other types of management: personnel, innovative, are also special in nature, cover all the main components of economic management and act as auxiliary components of economic management. As auxiliary, they achieve importance not in terms of importance in achieving economic results, but in relation to the economic activity of the enterprise as a process.

Therefore, personnel management of the enterprise is an important component of both the general management system of the enterprise and its economic component.

In scientific works, the definition "personnel management" is rarely used. For a long time, the very concept of "personnel management" was absent in management practice, although every organization had a personnel management department and managed the social development of the team. However, the role of personnel departments in the personnel management system was and still remains insignificant, their activities are mostly of a formal nature.

Let's analyze the concept of "personnel management" formulated by scientists recently (Table 1.1).

Table 1.1

Interpretation of the term "Personnel management"

Source	Definition of the author	Own comment
Gugul O. [4]	Management of personnel development is a set of methods, techniques and methods of influence aimed at identifying and revealing the potential opportunities of an employee based on the expansion of competencies, improving the quality characteristics of personnel in order to achieve a high level of socio-economic development of the organization.	The definition is based on the methodology of determining the capabilities of employees and directing them to the development of the organization
Pichugina T. [5]	Personnel management is a systematic activity of managers of organizations regarding management decision-making aimed at the rational use of people (personnel) as the main source of increasing the efficiency of the enterprise, to achieve both general and individual goals.	Personnel management is considered as a set of management decisions aimed at effective use of people in order to achieve goals.
Timokhin O. [6]	Personnel management is a purposeful process aimed at efficient and rational use of employees of enterprises using a system of principles, methods and mechanisms for optimal staffing, development and motivation of personnel. This is the science and art of effective management of people, use of their potential in the conditions of professional activity.	The concept is formed on the basis of the main functions of management, such as organization and motivation
Morozova M. [7]	Personnel management is a systematic organizational process that contributes to achieving the maximum result with the minimum expenditure of resources used to achieve the goal	This definition considers personnel management as a process aimed at achieving goals

Therefore, on the basis of the conducted research, "personnel management" is a collective toolkit for managing human resources of an enterprise or institution, which, unlike the existing ones, takes into account the influence of external and internal factors that arise when the goals of the enterprise's activities change (increasing quality, increasing market share and etc.).

Let's summarize the existing approaches to the term "personnel management" (Table 1.2) [3, 4, 8, 9].

Table 1.2

Approaches to understanding the term "personnel management"

No	Author	Part of management activities is aimed at personnel	A system of measures (methods) aimed at achieving goals	This is the science of people managemen t	Aggregate management tools that take into account the factors of the internal and external environment
1	Zakabluk H.		+		
2	Golubka O.	+	+		
3	Hrebenyuk N.	+	+		
4	Gugul O.			+	+
5	Danalaki V.			+	+
6	Danylevich N.	+	+		
7	Dreval O.	+			
8	Dubovyk O.		+		
	Own definition				+

So, we have identified the following set of approaches: "institutional" (management activities aimed at planning staff volumes, their development and increasing efficiency), "functional" (actions and processes that must be implemented to achieve the goals of organizations, methods that must be applied) and "scientific" (studying and taking into account the influence of all aspects of a person on organizational behavior).

It can be determined that the main components of the management system are:

1) subjects of management, special sources of management influence, those who exercise management, perform the functions of influence on the object in order to bring it to the requirements of the strategic plan, state and management requirements;

2) objects of management that function due to the managerial influence of the subject;

3) managerial influence, which is characterized by a complex of directed and organizing commands, means, techniques and methods that help influence the object and achieve planned changes in its condition;

4) feedback, which is characterized by information flows containing data on the effectiveness of management and changes in the object.

As for personnel management facilities, the entire team as a whole, all categories of personnel can be included here. Subjects are managers of all levels and personnel services.

According to the practice that has developed in domestic enterprises, the function of personnel management (recruitment, selection, registration, training of personnel, evaluation of their business qualities, etc.) is the responsibility of almost every manager, and on the other hand, it is included in job duties languages of special employees who belong to personnel services. Line management directs the work of subordinates and is responsible for the execution of the main tasks of the organization. Human resources services are called upon to implement a planning system, to help and advise the management, which aims to achieve their goals as quickly as possible, to perform specific tasks.

The main functions of personnel services include: provision of various personnel services for line managers; development together with managers of management decisions and measures for their implementation; performance of own management powers; development and implementation of corporate strategy.

The organization of personnel management is currently being developed on the basis of the concept of the development of a modern organization, which consists of three parts: production, financial and economic and social (personnel policy).

The generalized form of the personnel management system is characterized by scientific research and outlines the scope of practical activities regarding the development and implementation of organizational-economic, administrative-management, legal and social methods and methods of influencing the personnel of enterprises to increase the efficiency of operations.

1.2. Key goals and directions of the bank's personnel management

The bank is inherently multidimensional and multifunctional. In the conditions of today's tough interbank competition, banks are forced to introduce new services and products, as well as to take on tasks that were not characteristic of them before.

A bank, like any enterprise, is an independent business entity. He makes and implements banking products and services that satisfy the needs of society and the economy, and for this he receives a profit that satisfies the needs of the bank owners.

In general, the functions of banks can be presented as follows:

- mediation in making payments and settlements between business entities and private individuals;

- mobilization of income and savings of clients and their transformation into working assets;

- providing the economy and society with credit resources.

Thus, the bank performs the role of a creditor and a borrower at the same time, and an intermediary between creditors and borrowers in the financial market–this is the essence of modern credit organizations.

The main functions of the main bank in personnel management are:

–development of the concept, principles, policy and strategy of working with personnel;

–implementation of control procedures for compliance with and implementation of the concept, principles, policy and strategy of working with personnel -

methodological management of the process of implementation of the development of the concept, principles, policy and strategy of working with personnel by subordinate institutions of the bank.

At the level of bank branches, all personnel management activities are reduced to:

– recruitment and selection of applicants for vacant positions;

–conducting professional orientation and adaptation of applicants for vacant positions;

–personnel accounting;

–formulation and establishment of official duties of employees;

–use of appropriate forms and payment systems;

–management of career growth of employees, etc.

All personnel management activities at the level of bank branches are usually called personnel management [3].

In the branches of a commercial bank, operative work is carried out with personnel - placement of employees in separate areas, development of schedules for going to work and monitoring of their compliance, incentives (disincentives) of employees, drawing up vacation schedules, etc.

The main goal of personnel management in banks is the formation of highly qualified, responsible personnel with flexible economic thinking and the development of a sense of professional pride, as well as ensuring the social efficiency of the banking team.

Let's consider the functions performed by the personnel management system in banks:

–organizational - provides a system for planning needs and finding sources of staffing;

– reproductive - organization of professional development of personnel, professional training and retraining;

–economic - creation of an atmosphere of maximum combination of the interests of the bank as a whole, the banking team and an individual (corporate policy);

–social – creation of conditions and factors aimed at rational consolidation and use of personnel;

It is possible to achieve the presented goal by implementing the following main tasks of personnel management:

–providing the bank with personnel of appropriate qualifications;

–by creating a stable and even load of personnel during the working period;

–providing equal opportunities for effective work and ensuring rational employment of employees;

–to ensure the employee's compliance with the requirements of the workplace, use psychophysical data of his work potential.

The main target setting, tasks and functional load of personnel management are reflected in its main directions. We will describe the main areas of personnel management in banks, presented in Table 1.3.

Table 1.3

Characteristics of the main directions of the management system staff in banks

Areas of personnel management in banks	Characteristic
1. Legal basis of personnel management system	- creation of a system of legal protection of bank employees; - solving the system of disputes in labor relations; - approval of the document management system, business relations related to personnel;
2. Information support of the personnel management system	- organization of the accounting system and the formation of statistical reporting on the personnel of 1P; - to develop a communication system with mass media, cooperation with them; - carrying out patent and licensing work.
3. Approval of the organizational structure of the personnel management system	- creation of a structure of the professional composition of employees and sources and reporting forms of information and technical management support; - development or familiarization with personnel management techniques; - identification of reserves in the personnel management system; development of a scale for evaluating the management organization in general and its separate links; at the enterprise - ways to improve the organizational structure of management;
4. Ensuring adequate working conditions for personnel	- provision of positions and personnel who develop measures for labor protection and compliance with safety techniques; - regulatory measures for the protection of bank employees; - compliance with the requirements of psychophysiology to create a favorable climate in the team and aesthetic requirements for the equipment of workplaces.
5. Personnel planning and marketing	- analysis of the state of the labor market; - organization of marketing events.

	- analysis of the bank's personnel potential; - organization of personnel planning;
6. Management of professional development of personnel	- training, retraining and upgrading of staff qualifications; - professional and social adaptation of employees; - evaluation of candidates for vacant positions; - periodic attestation of personnel; - management of careers and official and professional development; - work with personnel reserve.
7. Management of motivating staff behavior	- rationing of labor and tariffication of works and employees; - management of the motivation of labor behavior; - development of remuneration and bonus systems, employee participation in the income (profits) of a commercial bank;

In the process of researching the relevant literature, it was noted that there is currently no unified approach to the stages of functioning of the personnel management system in the bank. Taking into account the peculiarities of banking institutions, the following stages of functioning of the bank's personnel management system have been developed (Fig. 1.3).

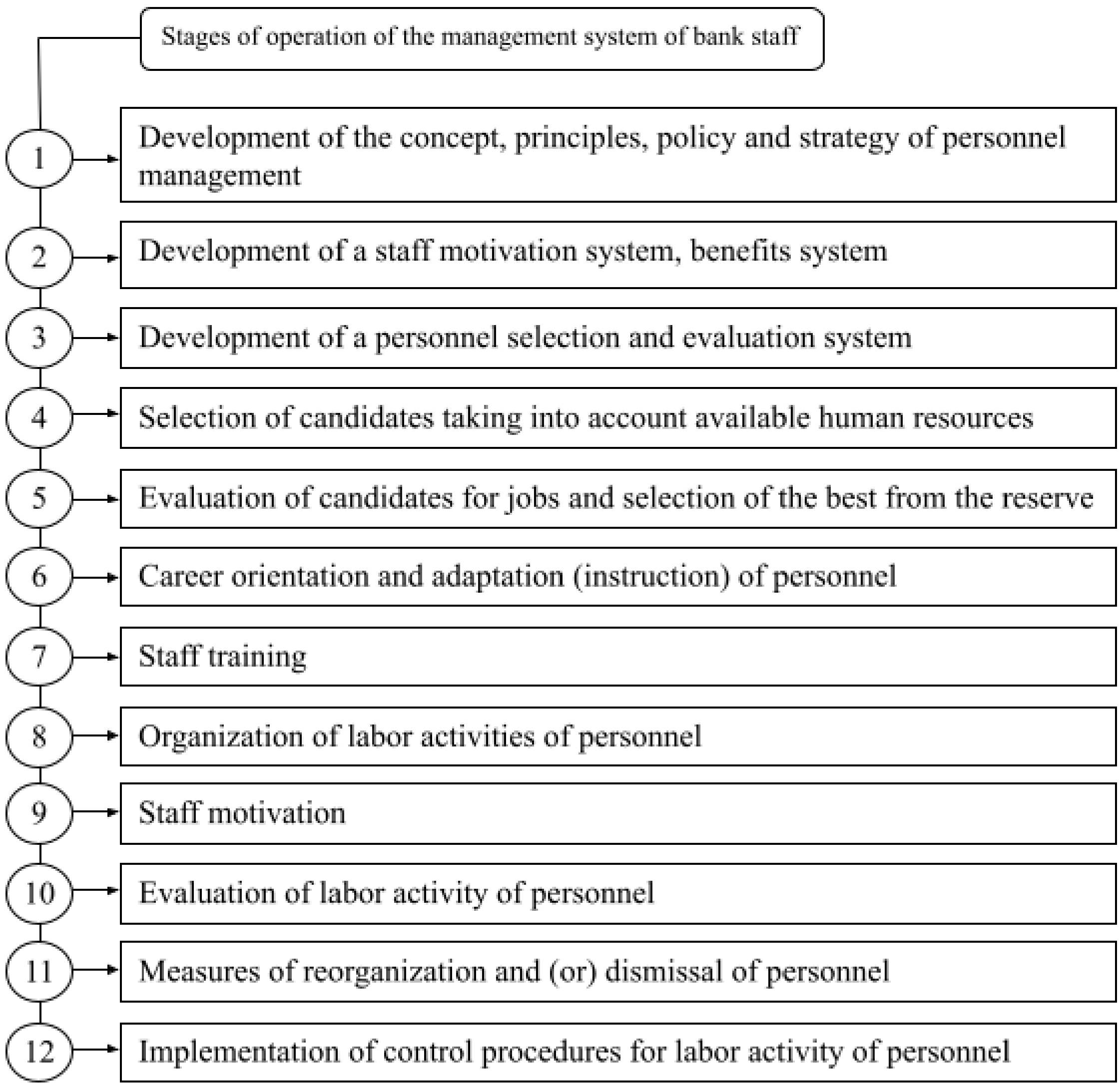

Fig. 1.3. The main stages of the bank's personnel management system

At the same time, we should focus on the effective management of a professional career, which requires the prior development and consolidation of the following two strategic priorities in the bank's personnel strategy:

– selection of a priority approach to filling management positions at any level;

– selection of the main criterion for the selection of potential managers from among employees occupying workplaces in the "executive" category.

The main (first) element of the professional career management policy is the choice of a strategic approach that is prioritized for a specific bank to meet the needs of management personnel.

The first option involves a priority focus on the use of the bank's own potential, in which future managers are nominated from among full-time employees.

The considered option has a number of strategically significant advantages:

– professional career management acquires a methodically completed character, starting from the preliminary assessment of the candidate for nomination and his initial adaptation after appointment to the relevant position;

– ensures the orientation of the professional career management system to meet the specific needs of a specific bank and a specific structural unit;

– categories of managers who have passed all stages of career growth in a specific bank are natural carriers of its corporate traditions and corporate culture;

– in the personnel motivation subsystem, an additional effective tool for influencing employees appears, associated with unlimited opportunities for a successful career.

Therefore, the key goals and directions of the bank's personnel management are aimed at creating an effective and motivated team to achieve the organization's strategic goals. These include attracting and retaining talented employees by providing competitive working conditions and developing the employer brand, as well as upskilling staff through training and professional development programs. Special attention is paid to the formation of a corporate culture based on the values of trust, interaction and responsibility, as well as the motivation of employees through fair remuneration, performance evaluation and career development opportunities.

Additionally, an important aspect is ensuring personnel security through risk management, compliance with labor laws, and minimizing staff turnover. This approach allows the bank to achieve high efficiency, adaptability and implement strategic priorities, taking into account the interests of both employees and the organization as a whole.

1.3. Modern methods and principles of bank personnel management

In the modern economy, where banks play the role of one of the key driving forces, the development of the banking personnel management system is based on the implementation of modern methods. Their basis is the priority consideration of the needs of employees, their involvement in management processes and the distribution of financial results, as well as the creation of favorable conditions for personal development, realization of creative potential and support for innovative activities.

The need for continuous improvement of the bank personnel management system involves the formation of an effective labor motivation mechanism that should ensure the interaction of the interests of the bank and the interests of its employees (and vice versa); conducting an objective assessment of human capabilities and their effective application in the bank's activities; establishment of opportunities for development and implementation of the labor potential of personnel; creating a system of synergy for the close relationship of forms of stimulation and their impact on the financial result of work.

Personnel management methods are ways of performing management actions, using tools of influence on personnel to achieve the set and interrelated goals of managing the organization. Management as a science considers management methods as a set of various tools and approaches that the management apparatus of the bank can use to stimulate the initiative of the staff in the process of performing professional tasks, as well as to ensure their vital needs.

In most organizations, the personnel management system is based on the following principles [3, 4]:

– principles of democratic centralism;

– principles of unity of administrative actions;

– principles of planning;

– the principles of combining centralization and decentralization, collegiality and single leadership;

– principles of recruitment, selection and placement of personnel;

– principles of management based on types of organizational structures;

– principles of control over the execution of issued decisions, etc.

Valuable is the approach based on a survey of more than ten million professionals, specialists of the Gallup Institute have formulated 12 principles of managing a successfully working team. Following these principles requires neither special talent nor excessive effort from managers.

1. Clear knowledge of professional duties. Employees should have a good idea of what is required of them. Having a job description is no guarantee that the job will be done right. The manager should make sure that his subordinates understand their job duties in detail, are aware of their contribution to the achievement of common goals and know who to turn to in case of non-standard situations. Knowing your job well means being able to do it well under any conditions, no matter how extreme they may be. When team management is in capable hands, subordinates feel a connection with colleagues and the company as a whole.

2. Provision of materials and equipment. There is nothing more oppressive than having to work without the necessary tools. Provide the staff with everything they need for work in a timely manner,–the primary task of the manager. Very often, a manager communicates with subordinates in an orderly manner, instead of listening carefully to their needs. Ordinary employees are better than anyone, they understand the intricacies of the work, and the management will only benefit from the fact that they will share the accumulated experience. By listening to the opinions of subordinates, the leader strengthens the atmosphere of cooperation, stimulates creativity and promotes the

implementation of new ideas. Conversely, if employees have to work in the absence of necessary materials or equipment, resources are wasted and job satisfaction decreases.

3. The opportunity to do what is best. An ideal situation for the company–the presence of employees who are satisfied with the quality performance of their work. Manager's task–determine which tasks best suit the interests and abilities of specific people. In addition, he must ensure that each employee grows and develops as a professional, acquiring new skills. Another duty of the manager–providing assistance to a subordinate in difficulty. Sometimes employees are assigned to positions that are not suitable for them for one reason or another. This discrepancy must be detected in time–a person should be engaged in exactly that work, during the performance of which he will be able to reveal his potential in the fullest way. This should be done before the employee has time to harm the company or become disillusioned with his abilities. If necessary, the manager should organize the transfer of the employee to another position, presenting this transfer not as a result of mistakes, but as an opportunity to prove oneself in a new place.

4. Verbal encouragement of staff. Expression of gratitude–one of the most effective team management tools. Praise not only brings pleasant moments to subordinates, but also allows the manager to get closer to them without incurring any costs. Regular and sincere recognition of merit has a powerful effect on staff. However, it should be borne in mind that superficial compliments have the opposite effect on subordinates. If a manager regularly thanks his employees for a job well done, they will try to do even better in order to hear words of appreciation again. Undoubtedly, the benefit of regular verbal encouragement of the staff justifies any expenditure of the manager's time and effort.

5. Caring for the employee as a person. Experienced managers always remember that people–not work At one time, Henry Ford complained that he had to hire a whole person even when he only needed a couple of hands. Today, we know that it is much more profitable to awaken an employee's creative interest in work than to hire a person who will perform his duties mechanically. It is important for any employee to feel a relationship with others. He will work much better and enjoy his work if he knows that

his colleagues are interested in him as a person. A manager will not achieve high productivity from people to whom he treats disrespectfully. In order for subordinates to work with full dedication, the manager must consider them as individuals.

6. Encouraging professional growth. An employee's knowledge of what opportunities he has for career growth is a powerful incentive at work. Professional enthusiasm increases in the presence of a qualified mentor. This mentor shows how the work is done, how it relates to the tasks others are solving, and what the reward is for doing it well. At the same time, the employee's self-confidence is strengthened, because he sees that the company knows how to value good employees. When a leader is confident in himself and his company, this confidence is transmitted to subordinates.

7. The ability to listen to someone else's opinion. No matter how talented a manager is, all his efforts will be nullified if his subordinates see that he has absolutely no regard for their opinion. The manager should not expect that the employees will always and in everything agree with him. He should regularly ask them what they think about their work, about the company and about him as a leader. It is not necessary to agree with their views, but you cannot ignore them either. When subordinates understand that their opinions are taken into account, they will be more willing to share ideas with the manager about how to improve the productivity of the team. Having received this valuable information from employees, the manager should thank not only them, but also the team as a whole.

8. Awareness of the contribution to the common cause. For employees to perform their work meaningfully, they must understand how this work is related to the tasks facing the team and to the common goals of the company. When people see that their impatience or carelessness can jeopardize the performance of other important work, they will begin to be more responsible for their duties. Moreover, in this case, they will be ready to put all their efforts into eliminating obstacles to quality work. Manager's task–to achieve exactly this kind of attitude to work from subordinates.

9. The effect of working in a team. According to surveys, most people associate the brightest moments of their work history with working in a friendly team. It is in the team that a person acquires the most valuable professional experience. Members of

well-chosen teams clearly present their goals and objectives, support each other, coordinate their actions and appreciate each other's efforts. The manager needs to constantly monitor the psychological atmosphere in the team and people's moods. The composition of the team may change as a result of personnel reshuffles, layoffs, or the departure of employees. The manager is able to smooth out the negative consequences of these events if he keeps a list of candidates ready to replace those who have left. In any situation, he must maintain the working mood of the team so that employees steadily move towards the assigned tasks.

10. Communication with colleagues. Employees who have friends among their colleagues are less likely to change their place of work and are better able to cope with their duties. Friendly relations with colleagues enrich the working life of an employee. Friends communicate freely with each other, trust and support each other. It is much more pleasant to work in a friendly atmosphere than in a hostile environment. No one wants to be the person who is ignored or disliked by others. The manager should in every possible way encourage friendly relations and provide support to those employees who experience difficulties with establishing interpersonal contacts.

11. Assessment of professional success. The manager can choose the methods of attestation of employees independently or use the methods adopted in the company. One way or another, it depends only on him how effectively these methods are used. Too often, attestation is perceived as an unpleasant event that should be completed as soon as possible. In fact, certification can be considered as the most important moment of a person's professional career. The manager must warn the employees in advance about the certification being prepared, so that it does not catch them by surprise. Take the time to talk to each employee and determine their goals for the coming year. The employee must have a good idea of the direction in which he is moving and how the productivity of his work affects his career.

12. Training and professional development. Although many people are satisfied with learning a narrow range of skills and performing rather monotonous work, most often employees are interested in professional development and career growth. However, sometimes they are afraid to make independent decisions simply because in

their company it is customary to punish any mistakes. Therefore, a manager who wants to promote the professional development of subordinates must create such working conditions for them, in which independence in decision-making is encouraged,–even though these decisions are sometimes wrong. The manager should provide comprehensive support to subordinates in their desire to improve their qualifications. Each member of the team should well represent the range of duties of at least a few of his colleagues, so that in the event of their absence, the overall productivity does not decrease. Subordinates highly value managers who encourage their professional growth.

At the same time, an experienced manager is always prepared for the fact that upgrading the qualifications of some employees may lead to their departure from the team.

Premium allowances are sometimes taken for granted by employees, and in their absence there is dissatisfaction with the amount of wages. The manager should remember that employees actively discuss their salaries with each other, and if this is prevented, the situation will only worsen, as rumors and superstitions will appear. The salary calculation system should be transparent and provide additional (but not excessive) incentives for a job well done. Valuable employees should be retained not so much at the expense of high salaries, but at the expense of compliance with the stated principles of team management.

The secret of successful leadership. Today, the head of any company will gladly confirm that employees–the main wealth of his organization. However, this understanding is rarely implemented in practice. Research by the Gallup Institute shows that leaders who are able to get subordinates to work to their full potential also give a lot in return–not only in the form of financial incentives, but also in the form of human relations with employees. The most successful is the team whose leader does not consider salary as the main factor in motivating people. When a leader strives for the good of subordinates, they will strive for the good of the company–everyone wins as a result.

Personnel management methods can be classified according to the following features [3, 4]:

1) according to the stages of managerial activity: methods of preparation, approval, organization, motivation, control over the implementation of decisions;

2) by the essence of the stages of influencing the performers: economic, legal, psychological and social;

3) by direction of influence on performers: methods of direct and indirect influence;

4) by specific application: general and special.

5) by the method of influence on the labor behavior of people:

- methods of stimulation - these methods are based on meeting the personal economic and moral needs of employees, and are also aimed at strengthening the motivation of effective staff activity;

- information methods - based on the availability of information sources, achieving the effect of self-improvement, in which employees, having the necessary information, can independently regulate their work behavior;

- methods of persuasion - can be used to influence the incorrect behavior of personnel, to resolve conflict situations;

- methods of administrative coercion - are used temporarily, when there is no effect from other methods of influence in extreme situations.

Three groups of methods are also distinguished: administrative, economic, socio-psychological. They differ in the ways and effectiveness of influencing personnel.

Let's consider the features of the application of various methods of personnel management, according to the main functions of management.

1. Bank personnel planning. It is carried out using the following methods:

The method of drawing up plans within the framework of the activities of a commercial bank in relation to personnel in time can be both long-term and depending on the situation. Long-term planning involves drawing up a program to reveal the potential of specialists that the bank can use in the future, a strategic plan for the development of human resources can also be developed in accordance with the outlined goals of the bank, while the need for these resources in the future is determined. Situational planning involves an analysis of the bank's urgent need for personnel for a specific period (month, quarter). It depends on the determined data on staff turnover at the moment, voluntarily dismissed, transferred to other branches, those who have retired, maternity leave, etc. When drawing up personnel plans, it is necessary to take into account the market situation and the number of competitors; salary rates of employees and the internal culture of the organization and many other factors. When planning the need, they choose the ways and sources of covering the need for personnel [8].

Most often, banks use active ways to cover the need for personnel. These methods of hiring personnel involve actions in which the bank: personnel is selected directly in educational institutions; applications for available vacancies are submitted to employment centers; the services of HR personnel managers, as well as the services of specialized intermediary firms for personnel recruitment, are ordered; new personnel are recruited through their employees.

Based on the above, the following sources can be used to satisfy the bank's personnel needs:

1) secondary and higher educational institutions, educational centers on a commercial basis, recruitment agencies, employment centers, trade unions, local labor market; 2) own internal sources: released personnel, professionally retrained personnel and displaced personnel [9].

In general, the staffing process in banks is carried out according to the following stages: coordination of personnel formation with the goals and development strategy of the bank; development and documentation of procedures and methods of practical actions for personnel recruitment; definition of professional requirements for future employees of the bank.

2. Organization of personnel. One of the important areas of bank personnel management is the organization of personnel - the placement of personnel - the process of the appropriate formation of structural divisions of employees by structural divisions and workplaces in the bank. The main goal of the optimal placement of personnel in the bank is the formation of labor teams in the structural units of the bank and the provision of conditions for the professional growth of each employee.

The main principles of personnel placement in banks include:

– ensuring uniform and full workload of employees of all divisions of the bank;

– personnel must fully meet their qualifications;

– ensuring the interchangeability of employees due to professional training and mastering the skills of related professions;

– personnel must bear full responsibility for the consequences of their work (this is done by recording quantitative and qualitative work results).

The regulatory framework regulating the process of personnel placement in modern banks includes: – labor legislation (codes, laws, resolutions, etc.); – personnel policy of the bank; – regulations on payment and labor incentives; – regulations on the selection and placement of personnel; – job instructions; - staff schedule; – requirements of certification commissions; – employee contract, etc.

The factors for choosing specific methods of personnel placement include: strategies, culture of a banking institution, conditions aimed at effective functioning to achieve goals. Recently, assessment technologies ("sample" of professional activity) are widely used in the process of personnel selection in banks. The purpose of these technologies is that applicants perform typical banking tasks, and banking professionals evaluate the results [6, 11]. Currently, there is a tendency to use complex (profile) methods in the personnel management process. The basis of the profile methodology is a set of indicators - these are a number of requirements that are voiced to the applicant depending on job duties, taking into account the quantitative characteristics of workplaces.

At the stage of specific personnel appointments, the profile method is used as follows:

– quantitative and qualitative requirements for the position are developed, which must be constant, thanks to which it becomes possible to mark a certain scale of requirements and form their profile;

– profiles of these qualities are established based on candidate evaluations;

– a comparison of the results obtained in the process of evaluating candidates is carried out;

– a selection decision is made.

Consequently, the performance of any banking institution in a competitive environment directly depends on the level of staff compliance with jobs. This compliance is achieved by using such methods of personnel selection and placement, which allow for the most comprehensive assessment of the applicant and formation of a high-quality level of the bank's personnel.

3. Motivation of bank staff. The motivation of bank employees can be material and non-material [11-12].

Let's depict the methods of material stimulation in the form of a scheme (Fig. 1.4.).

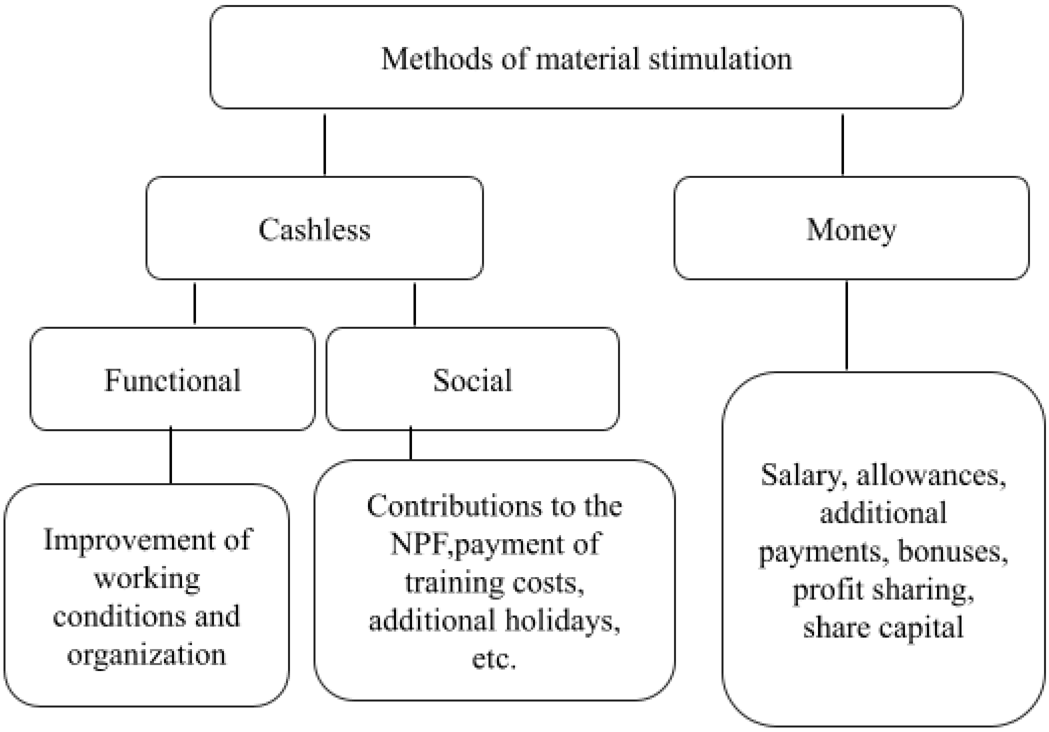

Fig. 1.4. Types and tools of material stimulation methods

The most effectivethe direction of motivating the work of employees of commercial banks is material stimulation, which includes both wages and profit sharing, participation in registered and additional capital, various types of insurance - non-state pension, life insurance, medical insurance, insurance liability, obtaining interest-free loans. The system of incentives in the form of participation in the profits of the organization, which provides for the determination of the share of profits that forms the motivational fund, showed high efficiency. The percentage and amount of payment depends on the volume of financial results and net profit from the bank's financial activities.

This system, as a rule, extends to management personnel who are able to have a real impact on profits. Participation in the registered capital involves the purchase of shares by the staff and, accordingly, receiving dividends [8].

For most employees, the amount of salary is of primary importance. At the same time, salary is not the main factor when choosing a place of work. If the manager follows all 12 principles of effective personnel management, dissatisfaction with the size of the salary is unlikely to be the reason for the employee's departure from the company–of course, except for cases where the company's wages are significantly lower than those of its competitors. The question of the amount of salary arises acutely when the principles listed above are not followed. Employees in this case are unable to change the negative atmosphere in the team, but they can demand a salary increase for the fact that they have to endure it. However, a high salary will not teach a bad employee to work well, and frequent salary increases quickly lose their motivational power.

The main postulates of the globally recommended practice of payment of remuneration are the following [10-11].

1. Non-admission of payments of premiums guaranteed for several years ahead.

2. Compliance with the ratio of fixed and variable parts of payment (for example, the variable part is 100% of the permanent part).

3. Postponement for 3-5 years of payments of a significant part (40-60%) of the variable remuneration, taking into account:

a) links to work results;

b) possible compensation for losses caused by the manager;

c) payments in shares or similar instruments;

d) motivation to create long-term value;

e) time horizon of risks.

4. Cancellation of the payment of the variable part of the remuneration in case of unprofitability of the institution.

5. Establishing financial and non-financial criteria for achieving results.

6. Tying the accrual and payment of remuneration to senior managers and other employees, which has a significant impact on the level of risk of the corporation, to the results of their work and the risks they take.

7. Establishing requirements for the transparency of information about the remuneration policy and structure, which are implemented through the annual publication of the remuneration report.

8. Ensuring comparability of the level of remuneration of the top managers of specific banks with the level of payment in the banking sector and other sectors of the economy.

9. Limitation of the variable part of the remuneration as a percentage of net income, if this is contrary to maintaining the level of sufficient capitalization.

10. Ensuring the independence of remuneration committees that monitor the remuneration policy.

11. Approval by the shareholders' meeting of the amount and order of remuneration payments to senior managers.

4. Control. The internal control and audit system includes the following basic concepts:

Internal control–activities carried out by a credit organization (its management services, divisions and employees) are aimed at achieving the goals of compliance with normative legal acts, standards of professional activity, constituent and internal regulatory documents [8].

Internal control system–the totality of the system of bodies, units and directions of internal control, which ensures compliance with the requirements regarding the implementation and achievement of the goals established by the legislation of Ukraine, the founding and internal documents of the credit organization.

The method of control questions is also used, which involves the use of a tabular document, and contains in each line a question (or parameter) and answer options (or parameter values) for a certain aspect of the analysis.

Answers in the questionnaire can represent a specific quantitative value, a trend of change of any parameter or give it a qualitative assessment.

The table, if possible, is built in such a way that the marks in the columns on the left indicate the weaknesses of the research object, and in the columns on the right−its strengths or special capabilities.

The sequence of method implementation includes three stages.

1. Studying the rows of the table and making certain marks in the cell of the table corresponding to the values of the evaluated parameters (or answers to questions).

2. Connection of the marks in the cells of the table with a broken line to obtain a profile of each specific object of analysis at a given time.

3. Formulation of conclusions and recommendations.

Having analyzed the main methods of personnel management, it is possible to define the personnel management system as a whole technology, with the help of which the bank's goals will be achieved. Personnel management is a set of techniques, means, forms and methods of influencing employees in the hiring process, using development to obtain the best results of their work. The problem of choosing an effective method of managing the bank's personnel to achieve the goals of both the bank and each employee is one of the most important, and further research in this area is extremely relevant, since in modern competitive conditions the problem of personnel efficiency ranks almost at the top.

CHAPTER 2
ANALYSIS OF THE ACTIVITIES OF JSC CB "PRIVATBANK" REGARDING PERSONNEL MANAGEMENT

2.1. Technical and economic characteristics of JSC CB "PrivatBank"

Commercial bank "PrivatBank" was founded on March 19, 1992. At the moment, the bank can be characterized as the largest systemic bank in the country and one of the recognized leaders of the banking system of Ukraine. In order to provide a wide range of services for corporate and individual clients in accordance with international standards, the bank received a general license from the National Bank of Ukraine to conduct banking operations.

JSC CB "PrivatBank" is considered to be the leader in the country's banking market. According to the dataresearch conducted by GFK Ukraineamong individuals and legal entities - users of banking services, the former consider it the main bank (42% of the respondents), and their commitment to it is much greater than to 27 other banks. As for legal entities, the share of supporters among them is 34%.

JSC CB "PrivatBank" is the most innovative bank [13].

The main innovations proposed by the bank in recent years include:

- selection of SMS passwords;
- installation of mini-payment terminals at the rate of 1 per 5,000 population;
- login to Internet banking using a mobile phone via a QR code;
- online banking Privat24;
- changes in credit limits online.

The priority direction of the bank's activity is the strategic focus on satisfying the interests of the client.

The bank's strategic plans are aimed at expanding the range of banking services and improving the quality of banking products. At the same time, the bank is actively expanding its client base. The developed set of services allows the staff of JSC CB "PrivatBank" to comprehensively solve the tasks and problems faced by the client, introducing an individual approach and applying the bank's experience in the financial market of Ukraine.

The organizational structure of JSC CB "Privatbank" management includes all necessary forms of control to build an effective and coordinated mechanism: from the side of shareholders, the Supervisory Board, the Board, the Audit Commission, the Internal Audit Service over various areas of the bank's activities. The distribution of powers, competencies and subordination of management bodies, as well as the principles of their interaction, are enshrined in the Bank's Charter and regulations on management bodies. OSU CB Privatbank JSC is very flexible, as the bank is an interregional, systemic and universal bank with an extensive network of branches and offices throughout the territory of Ukraine and beyond. The Regulation on the organizational structure of the PrivatBank system is a basic document in the formation of OSU [13].

PrivatBank is an interregional universal and systemic bank with an extensive network of branches and offices throughout Ukraine and beyond. In this connection, it has a flexible organizational management structure (hereinafter OSU).

The OSU of PrivatBank is one of the most progressive among both Ukrainian and Eastern European banks. In fact, it is combined, because it contains features of the types of OSU widely spread in the world practice:

- horizontal (planar), since only 3 management levels are allocated in it:

- higher - Head-office (Main office);

- middle - Middle-office (Main regional offices, Regional management, Independent branches);

- lower - Front-office (department).

- linear-functional-staff, because the OSU has formed headquarters under the Chairman of the Board, under the Directors of the GRU, RU and branches;

- divisional client- and functionally-oriented, because supporting and business divisions (directions) are allocated, which are oriented to complex service of certain groups of clients or performance of a complex of homogeneous functions;

- divisional product, because within individual businesses there are divisions specializing in the development and promotion of homogeneous products or services to customers;

- divisional regional, since the regional network of structural divisions of the bank is represented in all administrative and territorial centers of Ukraine and the Autonomous Republic of Crimea, the bank's divisions also function in all cities of regional subordination, district centers and in the most promising settlements.

-network- presence of related (subsidiary) banks and companies;

- project-matrix, because temporary project groups are often created within the OSU of the bank to implement a specific project or work groups to solve important tasks.

On December 18, 2016, the Ukrainian government decided to nationalize 100% of Privatbank's shares, and an additional issue of UAH 116 billion was announced. The Cabinet of Ministers of Ukraine represented by the Ministry of Finance became the owner of the shares, which the former owner gave up for 1 hryvnia.

The sole shareholder of the Bank, which owns 100% of the Bank's shares, is the state represented by the Ministry of Finance of Ukraine.The State exercises its rights as the owner of the Bank, and the Bank's management bodies act in accordance with the best global practices of corporate governance, in particular, the Principles of the Organization for Economic Development and Cooperation regarding corporate governance for enterprises with a state share, the Principles of corporate governance for banks of the Basel Committee on Banking Supervision (Corporate governance principles for banks by Basel Committee on Banking Supervision), Guidelines on Internal Governance by European Banking Authority, applied in full, which does not contradict the mandatory norms of the current legislation of Ukraine.

The Bank is developing its own Corporate Governance Principles (code), which will be posted on the website after approval by the Bank's Sole Shareholder.

The general scheme of the bank's corporate management is shown in Figure 2.1 [14].

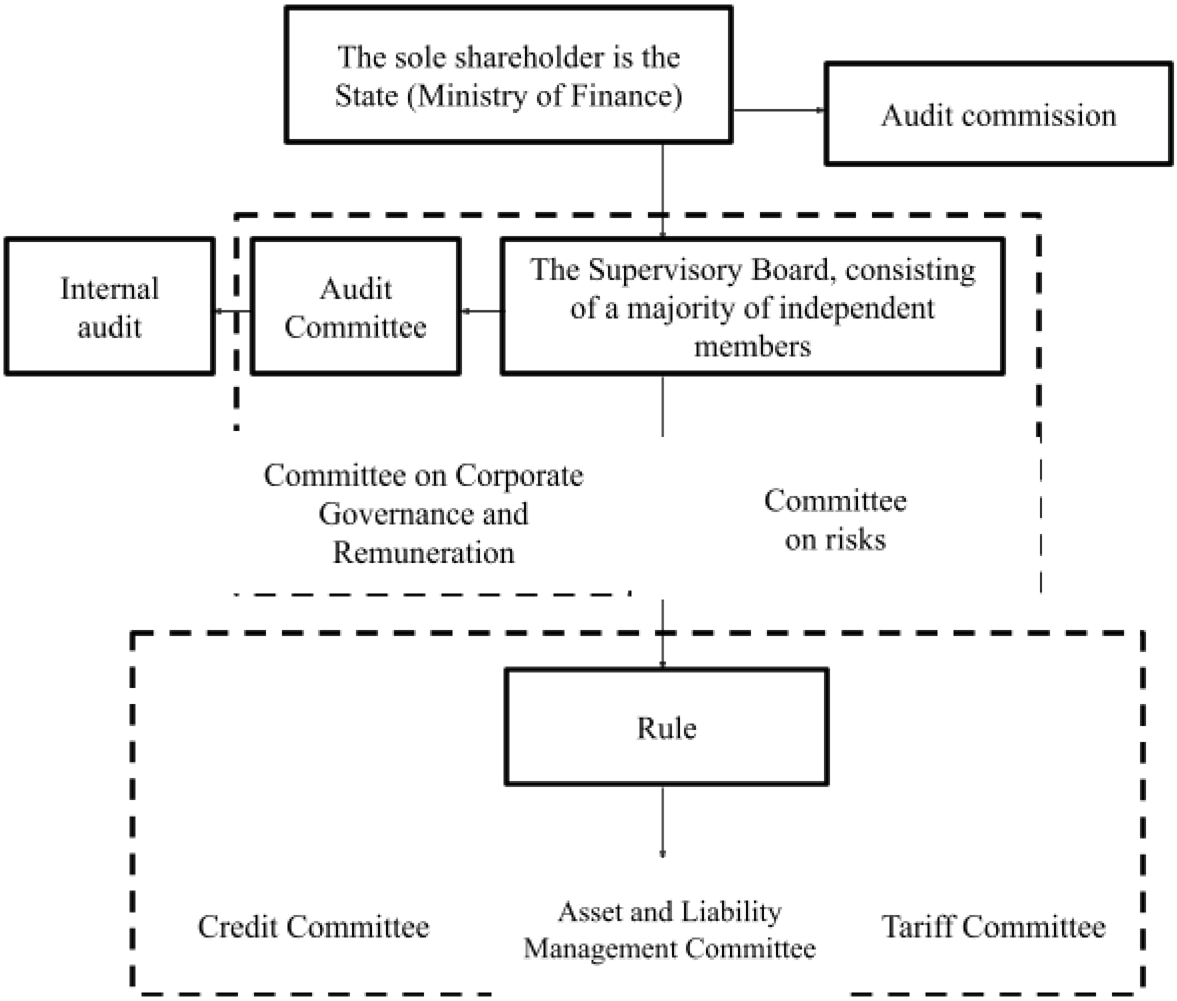

Fig. 2.1. Structure of corporate management JSC "CB Privatbank"

For the preparation, discussion and adoption of strategic and important tactical decisions, collegial bodies function directly under the leadership of the Chairman of the Board:

– the Bank's Management Board;

– Committee on Corporate Governance and Remuneration;

– Credit Committee;

-- Committee on Assets and Liabilities Management;

– Tariff Committee;

- Risk Committee.

The organizational structure of JSC CB "Privatbank" is similar to other business structures and is regulated by the Laws of Ukraine "On Business Companies", "On Banks and Banking Activities", etc. d.

If we analyze the interaction between the bank's divisions, at the same time determine which they participate in the preparation and implementation of a separate banking product and services, how the management system of individual areas of the banking business is organized, on which the financial results depend, it can be noted that the central branch of JSC CB "Privatbank » has a linear functional management structure (Fig. 2.2) [14].

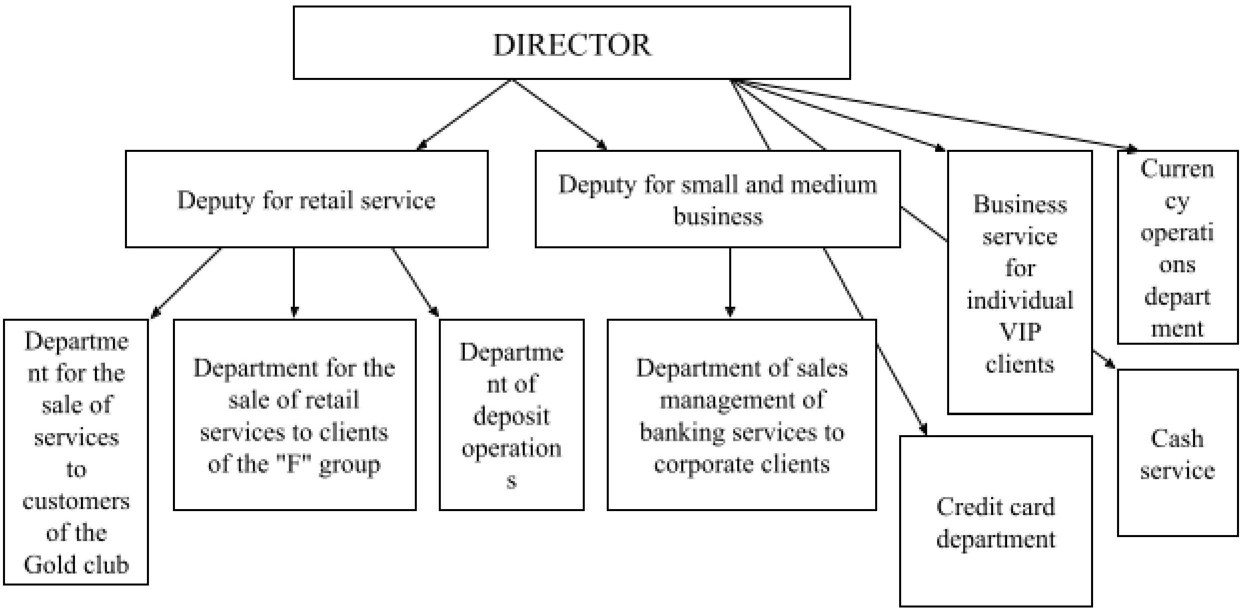

Fig. 2.2. Organizational structure of PrivatBank JSC

This linear-functional organizational structure of the bank's management is based on the division of powers of managers and their distribution by defined management functions and the delegation of decision-making through vertical connections. The basis of this structure is the ability to organize the management of the bank according to a linear scheme, and as for functional departments, their management apparatus performs insurance functions in case of problems with line managers. This means that with the given directions of the division of powers, line managers are not subordinate to the heads of functional departments of the management apparatus.

The main advantages of this bank management structure are:

1. Simplicity of relationships and transparency of the management structure. These data provide a clear division of responsibilities among personnel;

2. Availability of measures to increase the professionalism of employees who are specialists only in limited specialization;

3. Establishment of clear relationships, enforceability of teams, rapid preparation and implementation of management decisions, creation of a reliable control system.

The staff of the JSC CB "Privatbank" bank are employees of the bank, whose activity is based on the content of collective and labor agreements. The management of JSC CB "Privatbank" regulates the payment of personnel, which consists in establishing the form and systems of labor remuneration. The Remuneration Regulation is approved, which establishes the minimum salary for the bank, as well as stipulates other types of personnel rewards, such as bonuses and bonuses.

The highest body that considers the main problems of the labor collective is the General Assembly of the labor collective, whose competence includes: approval of the draft collective agreement; approval of the list and procedure for granting social benefits to Bank employees; reveal other controversial issues of labor collective activity.

The bank also has a trade union committee that protects the interests of the workforce in relations with the bank's Management Board [13, 15].

The functions of this committee, within the limits of the powers entrusted to it, are: conclusion of a collective agreement with the labor team on behalf of the Bank's Management Board; coordination with the Bank's Management Board on the specifics of defining and providing social and other benefits to bank employees; participation in the development of rules regarding the bank's internal work schedule; development and coordination with the Bank's Management Board of the main aspects of material and moral stimulation to increase labor productivity; violation of the petition to the Bank's

Management Board about measures to reward employees, as well as about bringing to disciplinary responsibility.

2.2. Assessment of labor efficiency of JSC CB "PrivatBank" staff

Bank staff is a collection of employees of various qualifications - managers, specialists, employees of JSC CB "Privatbank" who work in the bank and are part of its middle list. In addition to the accounting staff, employees with the status of external part-time workers and those working under civil law contracts were not involved in the researched period.

The average accounting staff is the main resource of the bank, the results of the bank's activity and ensuring its competitiveness in the market, which is formed by banking services, largely depend on the quality and efficiency of the use of its working potential [13]. To assess the bank's supply of professional personnel, we will analyze the composition and structure of personnel for 2021-2023. Calculations are given in table 2.1. [13, 15]

Table 2.1

The composition and structure of the personnel of JSC CB "Privatbank" in 2021-2023.

Indicators	2021		2022		2023		Growth rate, %
	Man	specific gravity, %	Man	specific gravity, %	Man	specific gravity, %	
The average registered number of personnel, of which:	2400	100.0	1900	100.0	2067	100	-13.9
- management staff	200	8.3	200	10.5	202	10	1.0
- specialists	1800	75.0	1500	78.9	1600	77	-11.1
- maintenance staff	400	16.7	200	10.5	265	13	-33.8

Analyzing Table 2.1, we note that for the years 2021-2023, the total number of bank personnel declared in the lists decreased from 2,400 people in 2021. up to 2,067 people in 2023, or 333 employees. The rate of decrease in the number of employees during the analyzed period amounted to 13.9%. The reduction in the registered number of personnel occurred due to the reduction of the service staff, at the same time, the number of managers did not change and remained at a stable level.

It should be said that the bank's personnel potential was used to the full during the researched period. The use of labor potential was at the level of 100.0% in comparison with the bank's maximum capabilities, which had a significant effect on increasing the efficiency of the use of all bank personnel.

Indicators of dynamics - absolute deviations and growth rates - showed that only the indicator of the size of the management staff had stable growth rates. Its number increased by 1%. Other indicators of personnel composition had negative dynamics: the reduction of specialists amounted to 11.1%, of attendants - 33.8%.

Therefore, the analysis of the indicators of the bank's personnel confirmed the changes. This was caused by the fact that the management of JSC CB "Privatbank" decided to reduce staff maintenance costs in order to solve the bank's financial problems.

In turn, the announced changes, which provided for an economically justified reduction of the staff, provoked an increase in the activity of the staff, since the reductions showed that even qualified staff are subject to dismissal. But it did not affect work motivation, i.e. there was no increase in wages. This means that bank managers should reconsider and return to the policy of attracting qualified employees (accountants, economists), including with the prospect of additional material stimulation of their work. This means constructive changes in the personnel management system.

We will analyze the composition and structure of personnel by qualifications. The composition and structure of personnel by relevant categories are shown in Table 2.2.

Table 2.2

Personnel structure of JSC CB "Privatbank" by categories of labor resources in 2021-2023

Indicators	2021		2022		2023		Deviation of structure points
	Man	specific gravity, %	Man	specific gravity, %	Man	specific gravity, %	
The average registered number of personnel, of which:	2400	100.0	1900	100.0	2067	100	0
- management staff	200	8.3	200	10.5	202	10	1.7
- specialists	1800	75.0	1500	78.9	1600	77	2
- maintenance staff	400	16.7	200	10.5	265	13	-3.7

From the data in Table 2.2, it can be seen that there have been minor changes in the personnel structure - the share of service personnel has decreased and the share of specialists and managers has increased. This means that more qualified workers are involved in the work.

The share of service personnel decreased by 3.7% with a simultaneous reduction in staff by 135 people, which indicated a relative decrease in non-productive expenses of the bank, because it is considered generally acceptable to constantly reduce expenses for ensuring the main activities of the bank.

Thus, in the studied period, the measures of the bank's personnel management were aimed at ensuring the continuity of the provision of banking services, the implementation of the activity program, adaptation to structural changes in personnel and the safety of the bank's life.

Let's consider the gender structure of the bank's personnel. The dynamics of changes in the sex-age structure of the bank's staff are shown in Table 2.3, from which it can be seen that in the studied period the quality of the sex-age structure of the bank's staff improved somewhat, although it was high in comparison with industry indicators.

Table 2.3

Dynamics of changes in the gender and age structure of the personnel of JSC CB "Privatbank" in 2021-2023

Indicators	2021		2022		2023		Growth rate, %
	Man	specific gravity, %	Man	specific gravity, %	Man	specific gravity, %	
In total, including persons	2400	100.0	1900	100.0	2067	100	-13.9
men and women up to 27 years old	1300	54.2	1000	52.6	1100	53.2	-15.4
men and women aged 28-34	400	16.7	500	26.3	500	24.2	25.0
men and women aged 35-45	200	8.3	200	10.5	200	9.7	0.0
men 46-54 and women 46-49 years old	300	12.5	100	5.3	106	5.1	-64.7
men aged 55-59 and women aged 50-54	200	8.3	100	5.3	145	7.0	-27.5
men over 60 and women over 55	0	0.0	0	0.0	16	1	100

The highest rates of growth of the indicator were observed in the group of employees aged 28-34 years, 25%. All other indicators had high rates of reduction, the highest were in the age groups of men 55-59 and women 50-54. 27.5%, the moderate rates of reduction were in the group of men and women under 27 years of age, 15.4%. There were no changes in the number of working men and women aged 35-45. In 2023, indicators appeared in the group of men over 60 and women over 55.

So, the bank was dominated by employees of younger age groups, their share in the total number was 70.9% in 2021, 78.9% in 2022, and 77.4% in 2023, that is, their specific weight increased during the period of analysis, which indicated structural changes in personnel management, which contributed to increasing the efficiency of the bank's activities.

The change of personnel depending on age allows us to conclude that in the studied period there was a trend towards the involvement of a group of younger professionals both among women and men, which led to an increase in the productivity of the personnel. This means that by applying a balanced personnel policy, the bank's management managed to stop the influence of negative factors that arose during the "aging" of the workforce, namely, a decrease in the ability to master new product lines of the bank and the use of new technologies in settlement and cash service for customers, a decrease in efficiency labor, because with age, the amount of wages increases, and labor productivity decreases.

In order to obtain relevant data on labor efficiency, it is suggested to calculate them on the basis of a set of interrelated and complementary indicators that can determine the effectiveness and quality of work, the costs of their achievement. Such indicators include: profitability of capital and assets, profitability of costs, labor productivity, profitability of personnel costs, amount of assets per employee and efficiency of use of the resource base [13].

In the proposed T. Andreev's method uses the following indicators:

- an indicator that characterizes the profitability of assets. It is calculated by the ratio of profit to the bank's assets. This indicator shows the bank's ability to ensure the optimal amount of profitability of assets. Also, this indicator shows how much profit accrues on 1 monetary unit of the bank's own and borrowed funds, placed in various types of active operations, denoted (P1);

- indicator of profitability of expenses. It shows the rate of payback of the bank's expenses and is a source of information about the amount of profit that falls on 1 hryvnia of the bank's expenses - therefore, it indicates the optimal level of expediency of the bank's expenses. It can be calculated by dividing profit by costs (P2);

is an indicator of labor productivity. It is characterized by dividing profit by the number of employees. Using this indicator, the efficiency of the bank's work as a whole is calculated and the labor productivity of the bank's staff is found (P3);

- indicator of the profitability of personnel costs. It shows the value of the payback of the bank's personnel maintenance costs and determines the net effect of decision-making regarding the motivation of the bank's employees. It can be calculated as the ratio of net profit to administrative costs for staff incentives (P4);

- an indicator of the amount of assets per employee. The ratio of assets to the number of bank personnel. Shows the state of loading of employees in relation to the bank's assets and, accordingly, their material labor productivity (P5);

– an indicator of the efficiency of using the bank's resources (P6). It is calculated by dividing income assets by the total amount of the bank's liabilities. Reflects the level of coverage of the bank's liabilities with its property. It is considered that the bank uses its available resources quite efficiently if its obligations are secured by property for at least 75-80%.

Let's analyze the effectiveness of the proposed system of financial incentives of JSC CB "Privatbank" (Table 2.4) [13, 15].

Table 2.4

Analysis of labor efficiency indicators of JSC CB "Privatbank" staff

Indicator	2021	2022	2023	Deviation +/-
return on assets (P1),%	0.36	-85	-0.6	-0.96
return on costs (P2),%	3	- 179	-23	-26
labor productivity (P3), thousand hryvnias/people	355.8	-94000.0	-77354	-77709.8
profitability of personnel costs (P4)	26.9	-50	-50.3	-77.2
amount of assets per employee (P5), mln. UAH	107.7	108	122.2	14.5
efficiency of use of the resource base (P6),%	86.5	29	21	-65.5

As can be seen from the calculations, labor costs and personnel incentives increased during the analyzed years, but labor efficiency decreased, as evidenced by the indicator of the amount of loss per 1 employee and the level of profitability of personnel costs. From the given data, it can be concluded that the personnel management system used in the bank is insufficiently effective.

Summing up the analysis of the personnel management efficiency indicators of JSC CB "PrivatBank" in 2021-2023, it should be noted that, in general, during the studied period, the structure of the bank's personnel did not undergo special changes, but some indicators tended to deteriorate, due to which the bank did not achieve the required efficiency personnel management policies of the bank.

Therefore, the analysis of the efficiency of the use of labor resources of the enterprise showed that the bank's provision of the necessary personnel is in a satisfactory state, but its efficiency of use is quite low.

2.3. Formation of the market value of human capital in JSC CB "PrivatBank"

The profitability of banking depends on a whole group of factors: the availability of financial, labor, material and technological resources, features of the political and economic situation in which banks operate. Also, the effectiveness of the activity depends on the breadth of the assortment of banking products, the distribution channels of banking products and services, the introduction of innovations in the form of the use of the latest technologies. All these factors primarily depend on the competence of bank personnel, their effective management and the mobilization of their efforts and capabilities. All these measures should be aimed at overcoming resistance and achieving the general goal of the bank's activities. Without effective personnel management, it is impossible to achieve strategic competitive advantages in the market of banking services and to raise the possible financial result to the desired level at minimal costs.

The dynamics of the development of the banking sector surrounded by competitors, the struggle for the redistribution of the banking capital market implies the main problem in ensuring the appropriate conditions for the constant improvement of the work efficiency of the banking staff.

Numerous studies have not created a single methodology for assessing labor productivity in the banking sector. The present need of the bank as a multifunctional financial institution for highly qualified intellectual labor, associated with the dynamism and complexity of banking processes and a high level of intra-bank specialization, must be provided by personnel of the appropriate level, whose work, unfortunately, is practically impossible to measure in stable units of financial reporting indicators.

In practice, the assessment of labor efficiency and its productivity is measured by several indicators, which are calculated on the basis of the main factors that affect it. The existing approach to assessing the efficiency of banks is less and less satisfying the growing needs of management and shareholders, as it is based mainly on financial indicators. At the same time, the value of the banking business is influenced by intangible assets: a well-known brand, knowledge and experience of key employees, relations with clients and partners, use of advanced technologies, relations with government organizations, social responsibility of business, etc. Another important problem that is weakly amenable to solution is the difficulty of monitoring the implementation of strategic tasks. Building a system of key performance indicators helps managers to focus on the main, currently priority areas of activity.

At the same time, it should be taken into account that the mechanism for evaluating the individual performance of employees is one of the key elements of the personnel management system. The traditional reason for insufficient effectiveness of personal management is the lack of constantly updated and properly recorded information about the performance of specific employees. As a result, when making managerial decisions related, for example, to job transfers, the manager is forced to focus exclusively on his own assessment, which does not always have an objective character, especially in the eyes of his subordinates. That is why in foreign practice, typical methods of evaluating the results of the activities of all categories of employees have been developed and used for decades, based on the accounting of a number of factors of both a business and personal nature. At the same time, not only the actually achieved results are evaluated, but also the degree of realization of the respective specialist's potential, which is especially important for the formation of management decisions related to job transfers.

The main goal of the mechanism of personalized evaluation of employees' labor activity is to promptly provide all levels of the bank's management with objective information for the further formation of management decisions.

Methodological requirements for the organization of the assessment process:

– regularity, periodicity (from a month to several years), which is determined by specific management tasks;

– complexity, which reflects the results of various aspects of the employee's activity with a rational distribution of priorities;

– objectivity–is ensured by the use of unified methods developed by personnel service specialists;

– individuality, which involves the use of approaches, priorities and criteria differentiated by personnel categories;

– memorability of the assessment, which implies the need to record its results in the bank's internal accounting documents;

– a combination of publicity and confidentiality, which determines the possibility of both the public announcement of the results and their confidential notification to the evaluated employee;

– implementation, which is ensured by the presence of formalized management procedures adopted based on its results.

In our opinion, the personnel policy of JSC CB "Privatbank" is passive.

Passive personnel policy is characterized by the following data:

1) the management of the organization does not have a clear plan of action regarding personnel, and personnel work consists in eliminating negative consequences, namely - personnel conflicts, personnel conflicts with clients;

2) lack of personnel planning, diagnosis of the personnel situation;

3) management works in the mode of emergency response to conflict situations, seeks to eliminate them by any means without analyzing the causes and possible consequences [13].

The owners of the enterprise have chosen a profit strategy. In accordance with these conditions, the personnel development strategy is based on relatively stable requirements for the level of professional skills of employees, the tasks of the personnel management service are mainly reduced to maintaining the achieved level in order to prevent a decrease in the amount of profits through the continuous improvement of the qualifications of employees. Volumes of primary professional training also remain stable. At the same time, professional retraining programs are not of decisive importance for the campaign and are therefore carried out in limited volumes.

Certification of an employee gives an effect if it is carried out systematically and reflects the opinion about him over a long period of work. Usually, an attestation commission is created in the bank, which examines the parameters of the employee's suitability or non-suitability for the position held. One of the important criteria of attestation is the evaluation of an employee by a direct supervisor.

The methods of expert evaluations and attestation are particularly suitable for forming groups of prospective and current reserves for management positions. Such work is carried out systematically at JSC CB "Privatbank", the selection and placement of employees does not cause complications.

In addition, JSC CB "Privatbank" conducts expert evaluations with the aim of motivating the work of employees. Before conducting the analysis and evaluation, it is necessary to form an expert commission. As experts, it is advisable to choose managers from different levels of the bank's hierarchy.

After the formation of the expert commission, an analysis of the compliance of the goal envisaged by the strategy with the actually formed external and internal business conditions is carried out.

If the goal previously provided by the motivational strategy has insignificant differences with the given direction of development, then the goal provided by the strategy is adjusted into an operational (current) goal. Regarding this operational goal, alternatives A1, A2, A3, ..., An are defined, which are actually methods of motivating and stimulating influence.

Since alternatives can be material, indirect-material and immaterial in nature, and the significance of their application varies depending on the established conditions of activity, then in order to increase the effectiveness of the motivation policy in relation to the set goals, it is necessary to take into account the influence of external and internal factors on the enterprise.

For this purpose, within the framework of expert evaluation methods, the use of evaluation criteria is provided, which allow taking into account factors of the external and internal environment that affect the effectiveness of one or another motivating or stimulating influence and, therefore,–on the probability of achieving the company's strategic goal. After developing alternatives, experts form a set of criteria K1, K2, K3, ... Kn, reflecting the limitations and prospects of the external environment, such as the phase of the economic cycle and potential opportunities of the internal environment, for example, the level of qualifications of employees.

Next, experts develop rating scales that will be convenient for conducting the procedure for evaluating linguistic variables. Experts can approve a single rating scale for all alternatives or criteria, or separately for each criterion or alternative. In these scales, qualitative assessment categories correspond to points.

Since the methods of expert evaluations take into account the subjective evaluation of experts, there is a high probability of disagreement of opinions. To solve this problem, expert data is reconciled by the method of pairwise comparisons, which consists in assessing the significance of criteria and alternatives and determining the data consistency index. If the consistency index is less than 10%, then the experts' opinions are considered to be consistent, if it is more than 10%, then they are not. In case of inconsistency of experts' opinions regarding the importance of one or another criterion or alternative, the procedure of forming criteria and alternatives, as well as their evaluation, is repeated.

The main goal of JSC CB "PrivatBank" is to increase the efficiency and productivity of personnel. In this regard, the organization has built a motivation system, accurate and transparent records of the productivity of each employee are kept. Motivation at JSC CB "PrivatBank" is manifested in the form of material and non-material incentives.

According to which, financial incentives are a compensation package that consists of a permanent and variable part and a social package. Non-material stimulation is the provision of a motivational climate in the team, the organization of the working environment and non-material stimulation [13, 15].

Material stimulation of bank employees is carried out according to the following scheme (Fig. 2.3).

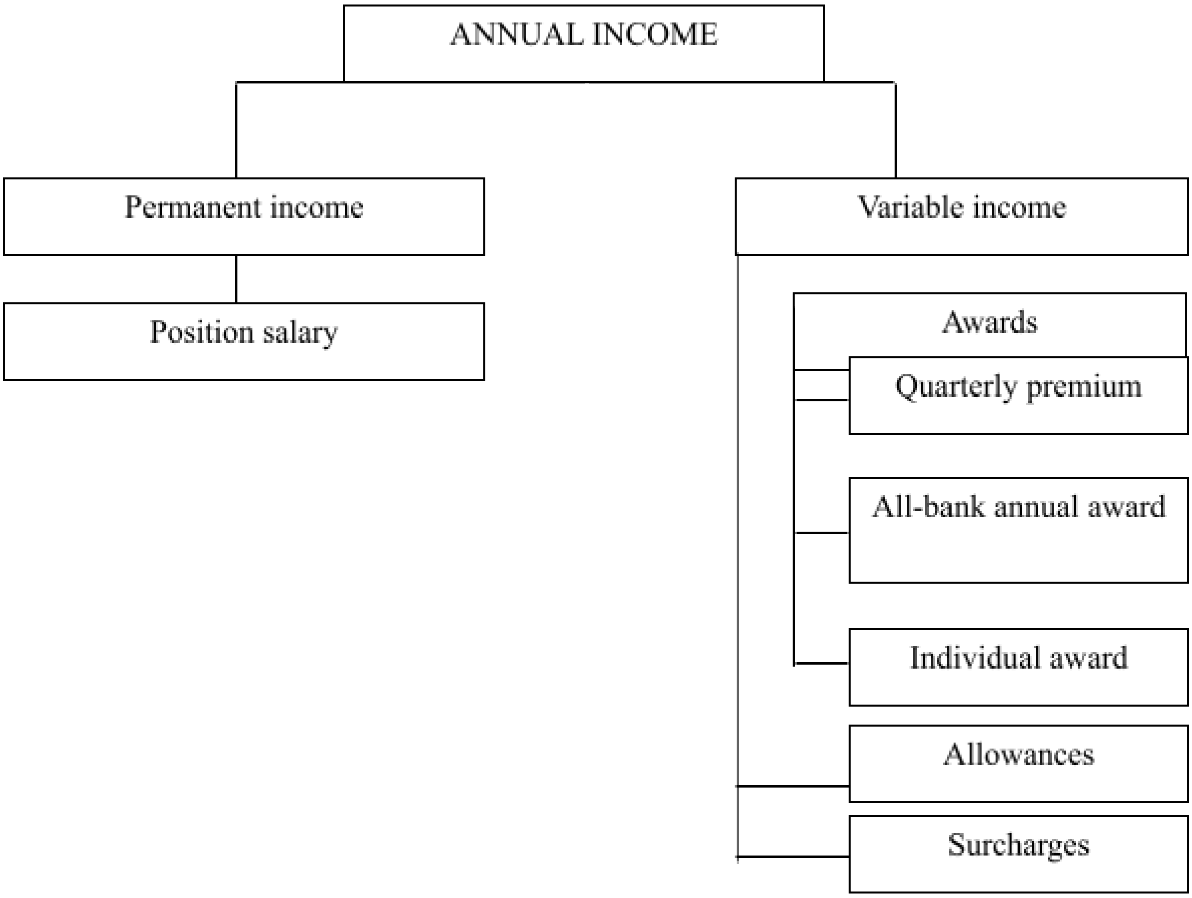

Fig. 2.3. The structure of the annual income of the manager of JSC CB "Privatbank"

The employee's income (DP) consists of permanent and variable (non-guaranteed) parts:

The permanent part is formed monthly in the form of salary in accordance with the staff list (PO) - basic salary;

The variable part for employees of the Main Bank consists of:

- bonuses for high achievements in work (H3) in the amount of up to 40% of the official salary, calculated in accordance with the method of calculating the variable part of the salary of employees of JSC CB "Privatbank" for employees whose payment of the variable part of the salary is regulated by separate methods;

- allowances for labor efficiency (H4), in the amount of 30% of the official salary for employees whose payment of the variable part of the salary is not regulated by separate methods;
- surcharges;

Bonuses (P) – incentive payments: quarterly bonus; all-bank annual bonus; individual premium.

The variable part for employees of the Departments consists of:

- bonuses for high achievements in work (H1) - in the amount of 100% of the official salary for employees of Branches assigned to the 1st category, based on the results of work in the previous month, according to the "Methodology for evaluating the effectiveness of the Bank's regional network";
- allowances for work intensity (H2):
- in the amount of 100% of the official salary for the employees of the Branches assigned to the I and II categories, based on the results of work in the previous month, according to the "Methodology for evaluating the effectiveness of the Bank's regional network";
- in the amount of 50% of the official salary for employees of Branches assigned to the III category, based on the results of work in the previous month, according to the "Methodology for evaluating the effectiveness of the Bank's regional network";
- surcharges;
- individual premium;
- all-bank annual bonus [13].

Let's depict the model of material stimulation of JSC CB "Privatbank" (Fig. 2.4).

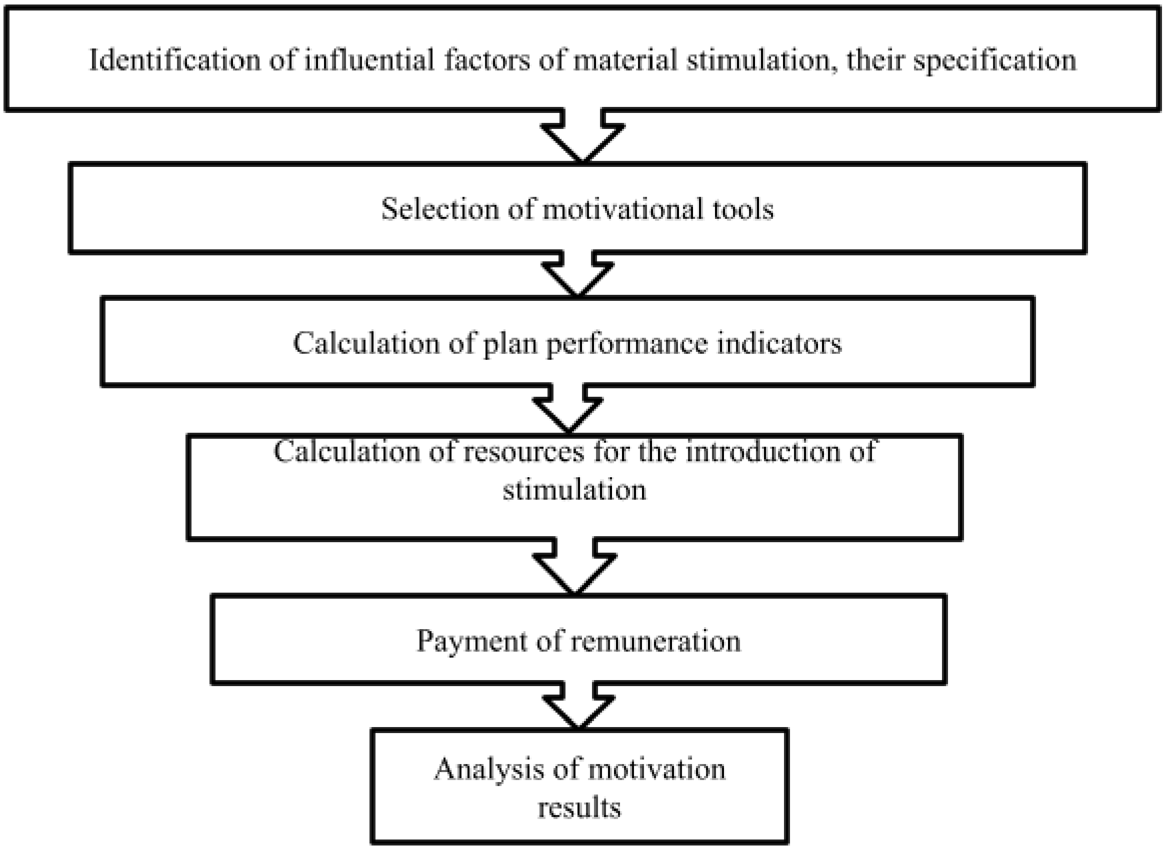

Fig. 2.4. The financial incentive model of JSC CB Privatbank

We propose to use the following types of incentives in the system of material incentives of JSC CB "Privatbank":

1. Provision of additional holidays;

2. Organization of corporate events (Bank's birthday, New Year's Day, Banker's Day, etc.)

3. Payment of tuition in higher educational institutions;

4. Pension program;

5. Programs for preferential lending.

The expediency of applying non-material motivation in the bank's team depends, first of all, on the manager. The basis of effective work is the working climate in the team, and first of all, those factors that depend on the manager: constant informing of employees about the bank's goals, about employee performance evaluation systems (and the consequences of both positive and negative evaluation); creation of incentives and opportunities for professional and career growth; staff rotation is a natural process;

delegating to the employee the opportunity to independently make decisions within the framework of his powers; ensuring the conditions of "immersion" in work; disclosure of information about employee incentives for achieved results; implementation of support for proactive and determined employees; organization of the mentoring system.

The basis of the personnel management system is to create an atmosphere of employee loyalty and increase the corporate spirit in the bank's staff. For this purpose, the following components of non-material incentives are used: the title "Best..." is awarded for the best achievements; addressed invitations to corporate events are sent; the best employees are awarded with honorary certificates and diplomas; organization of contests, tournaments, sport games; organized birthday greetings; a commemorative gift to an employee or unit on behalf of management; making a record of the employee's achievements in his personal file; establishing a flexible work schedule.

We suggest involving the personnel management service, the planning and economic department, the accounting department, and the trade union committee in the processes of accounting for the costs of personnel management and development and, accordingly, the accumulation of human capital.

The basis of the formation of the market value of human capital, which is displayed on an individual card, is the cost of education in higher educational institutions, the cost of other expenses of the bank and individuals made for personnel development.

The proposed distribution of functions between divisions - participants in the accumulation of the market value of human capital is shown in fig. 2.5.

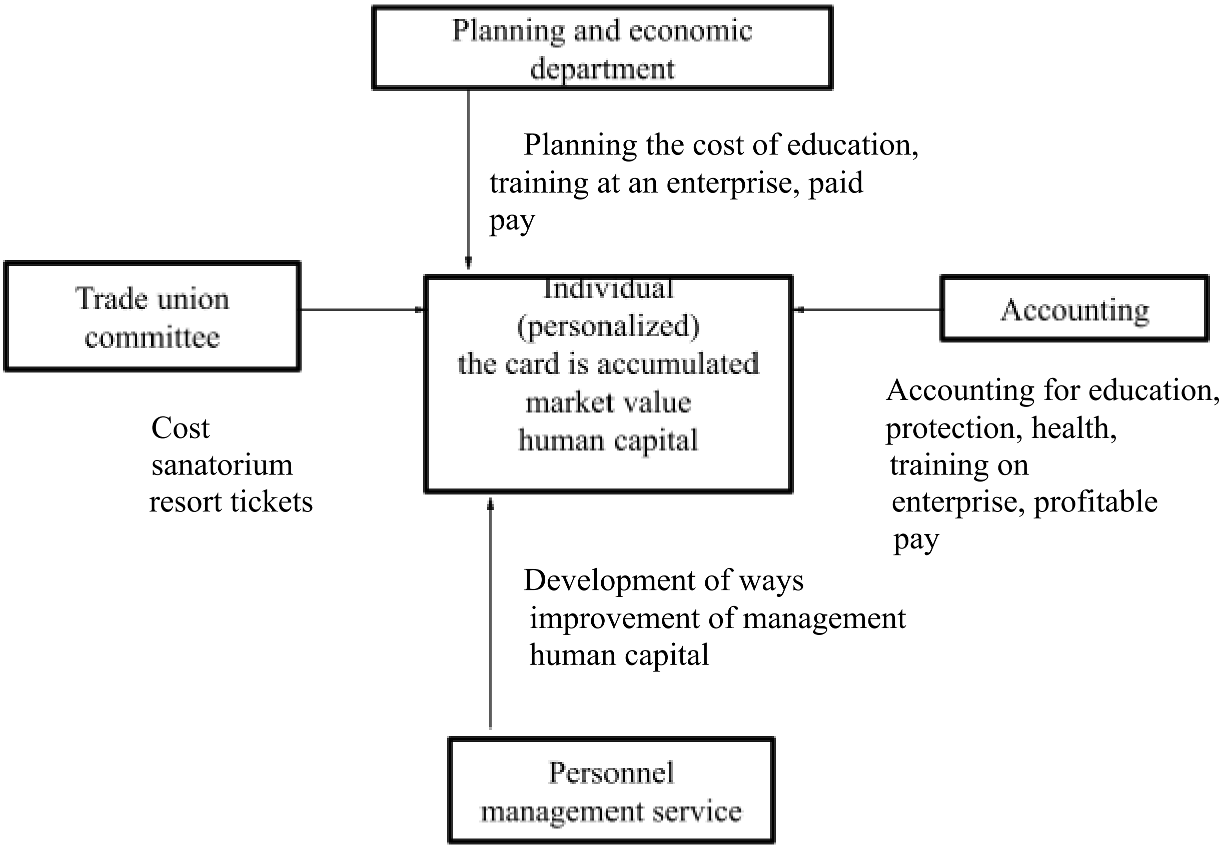

Fig. 2.5. Distribution of functions between divisions - participants in the formation of a personalized card for the accumulation of the market value of human capital in JSC CB "Privatbank"

The cost of human capital will increase along with the increase in the cost of professional education, retraining, the cost of internships and retraining, the cost of seminars and business training.

In addition to investing in education, it is quite common to invest in health and culture.

Therefore, the creation of a human capital resource at JSC CB "Privatbank" can be considered as a comprehensive investment in all aspects of personal development.

As for the individual record card of human resources and capital of JSC CB "Privatbank" employees, it must contain: passport information about the employee: surname; name; middle name; identification code; special: education; experience; position; sex; the number of children (this is needed to determine the specific weight of wages that an individual can spend as an investment in the development of his own human capital); the amount of the employee's salary; determined market value of human capital, consisting of accumulated, current, additional, each of which is formed by the appropriate department of the bank.

Accumulated market value is the value that was created in previous periods and cannot be changed in the future, it is permanent.

Accounting for this cost is kept by the personnel department, regardless of the education and qualifications that the employee received even before he was accepted into the banking institution.

The current market value is the value that can be created at the present time and increases daily. Its records are kept by the accounting department, the PEV and partly by the trade union committee, and it is the bank's investment in personnel.

Added market value is the value of human capital that is not created at the expense of the bank. For the bank, this value of human capital is additional, but it is accounted for in the card, as it increases the value of the employee's human capital. In particular, additional costs include the costs of obtaining an education not paid for by the bank [12].

Only representatives of the highest level of bank management - personnel managers - have full access to the information that accumulates over time on special (personalized) employee cards. This is necessary for personnel control and making informed management decisions regarding the management of key managers and professionals of JSC CB "Privatbank".

The basic principles of working with personalized cards include the following: a) cards are issued individually for each employee; b) it is possible to create a sample of employees for a certain period.

Considering the need to preserve high-quality human capital, bank employees, it is extremely important to develop a set of measures aimed at the development and prevention of the loss of human capital - legal, psychological, financial, environmental.

Legal measures include: a) search and involvement of managers and professionals in the banking institution;b) signing the contract, according to whichan employee who is a carrier of valuable human resources for the bank, while he is obliged to work for the bank for 3-5 years [15].

The set of financial measures should contain a systematic analysis of the increase in the value of the human capital of middle and high-ranking employees and the correspondence of the level of wages of employees to the level of their human capital. If a discrepancy is detected, there is a threat of losing an employee who is a carrier of capital that is extremely valuable for the bank.

In this case, in order to prevent the loss of an employee who is a carrier of a valuable human resource, the personnel manager can make a decision to increase his salary in accordance with the value of his human capital, having previously justified and coordinated this decision with the managing bank.

The complex of psychological measures and staff motivation at JSC CB "Privatbank" may include the development of measures to obtain information on psychological comfort, each employee's vision of his place in the team, the team's vision, the degree of satisfaction with work, the team, conditions of rest, work, life, satisfaction with the level salary

Therefore, we offer such methods of working with personnel as individual and group discussions, surveys, and questionnaires as part of a set of psychological measures to preserve human capital in a banking institution. The use of such methods of working with personnel is mandatory for employees of various categories and structural units.

In foreign banking institutions, programs developed by experts are used to evaluate specialists, first of all, the management level. They contain a set of questions divided into several levels of difficulty. The program provides answers to the following basic questions about the specialist undergoing testing: what he knows and knows; what is required to be able to and know when holding a managerial position; who sees ways to improve one's own human capital.

In our opinion, in the system of improving the efficiency of personnel management of the bank JSC CB "Privatbank" should also develop and apply the standards of compliance of employees to the position and, accordingly, create a personnel evaluation program, which, in our opinion, may contain the following points: a) the amount of human capital a specialist; b) the amount of human capital that meets the standards of the position held by the specialist; d) what knowledge, abilities, skills meet the standards; e) who has a level of competence; g) what should be the level of competence in accordance with the requirements of his position; g) vision of ways to improve one's own professional level.

In the event that the employee does not meet the position held according to the standards, he independently chooses the ways of professional growth and strictly adheres to them.

After evaluating the employee, a diagram of compliance with the standard should be built, which gives a clear idea of the growth of the employee and the increase in the volume of his human capital in the position he occupies (Table 2.5).

Table 2.5

The value of indicators of compliance of the employee with the requirements of the position according to the standard of the bank JSC CB "Privatbank"

Indicator	Knowledge of one's business	Responsibility for the assigned case	Skill	Ability to make decisions	Initiative
Evaluation of the employee regarding compliance with the standard in the current period	5	7	3	9	8
Evaluation of the employee regarding compliance with the standard in the previous period	4	5	6	5	6
Approved bank standard	10	10	10	10	10

Application of the program should be mandatory for all managers and professionals and be carried out systematically, depending on the needs of its application (once a year, half-yearly, quarterly). The assessment of staff competence can range from 0 to 10 points. After each bank employee passes the eligibility test, the results are recorded in the personal card and these results must be saved and accumulated every year.

It should be remembered that the dismissal of an employee does not harm the functioning of the banking institution. Therefore, in order to anticipate such situations, the deputy director of personnel should create a short-, medium-, and long-term personnel development strategy, in which a place should be reserved for the training of specialists to fill management positions from among middle and lower-level employees.

From the position of N. Izyumtseva and D. Katz [17], the creation of a modern integrated personnel management system is now considered one of the main conditions for the implementation of the banking institution's strategy. It is expedient to define three key criteria of bank personnel management: – personal responsibility of a bank employee for the results of his activity to other members of the team; – changing the functions of managers of various levels in the banking process towards mentoring; - the main and fundamental criterion for assessing the bank's specialist in terms of competence and qualifications.

Therefore, in order for the staff to be of high quality and accelerate the development of the bank, it is necessary:

a) improve the management of this capital in the following ways: increase the requirements for the selection of personnel who are hired; develop personnel development programs; to carry out personnel training; to strengthen staff motivation; ensure the adequacy of information support for personnel development; improve the climate in the team, improve social and labor relations; to improve the working, living and recreation conditions of the staff.

b) to develop a set of measures aimed at developing and preserving this type of capital of the banking institution, which include legal, psychological, financial, environmental measures, as well as programs for assessing employees in accordance with the position they hold;

in) to create a personnel development strategy for the short, medium and long term, which will make it possible to plan the required number of personnel in the future, to replace employees, to accumulate human capital and, in this connection, to obtain maximum profit [17].

Also, special attention should be paid to socio-psychological factors in JSC CB

"PrivatBank". For example, employees feel psychological and physical discomfort due to long and monotonous work on the computer. Thus, motivation is a very important component of the effective work of PrivatBank, therefore the management, first of all, motivates the staff with stable work in a prestigious company, tries to ensure a pleasant working atmosphere, career growth and a decent salary.

CHAPTER 3
WAYS OF IMPROVING THE WORK OF THE BANK'S PERSONNEL MANAGEMENT SERVICE

3.1. Foreign experience of bank personnel management

Bank staff is an organized group consisting of a permanent staff of employees who have received special training and have the necessary practical experience in the financial sphere.

A high level of knowledge and training is one of the main problems that are inherent in the banking system and that can both positively and negatively affect its effective functioning, since its role is based on the driving force of any economic changes. Comprehensive studies of the personnel management system show that in the banking sector, the current mechanisms for recruitment and evaluation of personnel are mostly unsystematic, and they differ in essence in each country. Given the differences in approaches and the established national standards, there is a need for systematic ways of improvement in the field of personnel management (selection, training, evaluation and further development of personnel) for the needs of the banking system.

Formation of personnel potential of employees is a necessary component of the bank's personnel management organization. This is facilitated by the formation of an informational component and explanatory materials, which are formed into a special selection. Most procedures, such as hiring, moving between departments, promotions, selection of incentives, are based on effective evaluation. The concept of personnel management systems operating in the USA is based, on the one hand, on the methodology and principles of administrative management, on the other hand - on the concept of comprehensive active development of the personality and the theory of human relations. The employee's personality is the basis of the concept of managing banking personnel in banking institutions in modern conditions, as well as the level of his knowledge, motivations, ability to form them and their orientation towards achieving goals.

The features of the American personnel management system in banking institutions include the following:

1. The provision of education for bank personnel takes place according to various programs, which may lead to some inconsistency in the bank's financial activities;
2. The use of testing does not always make it possible to identify the objective characteristics of applicants for new vacancies, the selection of worthy bank employees for management positions by other financial structures;
3. Quite high staff turnover, which can reach 30-35% per year, lack of effects from working with a promotion reserve;
4. Insufficient amount of attention to issues and areas of professional development of bank employees, small number of specialized training programs for these needs;
5. Availability of a system of time-limited contracts (for 2-3 years);
6. The system of social benefits is widely used, which can amount to 60-65% of the annual income of bank employees.

For a visual representation, consider the example of such management at the American bank Wells Fargo. The work of the bank begins with the hiring of qualified employees. In this bank, the main issue in the candidate's interest is the question of relation to others, and the issue of qualifications is another issue.

The peculiarities of bank personnel management in Japan are the Japanese mentality, on the basis of which the selection of personnel in the banking industry and its management is carried out more efficiently, compared to Europe and the USA. Applicants for a job in the banking sector must additionally listen to lectures given by persons from among the management staff of the bank. For students in whom the bank sees a prospect, financial means can be provided to fully or gradually pay for their studies and increase the amount of scholarships.

They can be provided in the form of long-term loans, can be provided with the condition of repayment after working in the bank; the practice of family traditions is carried out, which involves the provision of loans to parents working in banks who wish to study and prepare their own children for work in the banking sector, and jobs can also be prepared for them; banks also use the "lifetime employment" system, which consists in a constant increase in wages and receiving various social benefits in proportion to length of service; continuous professional development is carried out in vocational training institutions with a break from work; a widespread system of moral incentive for employees, as well as a widespread rank system of promotion; common self-assessment is used among employees to compare with assessments provided by managers; a developed system of horizontal movement of employees, the result of which is familiarization with related professions; constant holding of seminars and conferences for the exchange of experience for bank managers.

In the Federal People's Republic of Ukraine, the banking system is widely known for the combination of traditional management and the combination of financial and credit organizations. A large number of banks form a personnel management system based on the same principles. The peculiarity of bank personnel management is the constant retraining of HR service employees according to specially created programs. The bank provides internships for employees in banks with a perfect reputation and abroad; the bank conducts constant retraining for various categories of personnel, conducts educational training for related positions and professions.

Special attention is paid to the introduction of the position of highly qualified curators working with young people; job instructions with defined rules and duties are developed for organizational purposes; different types of remuneration are used depending on the qualifications of the personnel, the ability to master new work methods, employees with knowledge of foreign languages are singled out [21].

An increase in requirements for the level of staff training is observed in French banks. This is due to the presence of fierce competition. This requires increased costs for personnel training (up to 13% of all expenses of the banking system, while in the USA they amount to 5-6%).

The methodology of personnel management processes is coordinated by the Central Bank of France. The experience of holding contests for the filling of various positions is interesting. Promotion is closely related to retraining and raising the level of knowledge. All bank employees are trained in the Psychology of Communication program. Information about the bank's activities for certain periods, about the availability of available vacancies and the applied elements of the personnel policy is constantly brought to the attention of the staff. France also operates a training and retraining center for bank employees.

Italian banks, especially in the northern part, use American methods of personnel management. The southern regions are characterized by the use of the "Soviet" system of personnel selection and personnel changes based on subjective factors: common family and friendship ties. The work is characterized by a lack of incentives that would contribute to the improvement of qualifications. Priority is given to the application of administrative management methods, not social direction [21].

From the entire hierarchy of services, the personnel service is the main structural unit of the bank for personnel management, which performs the functions of hiring and firing employees, organizing their retraining and advanced training. The main and additional tasks are highlighted in the defined range of personnel management tasks.

Among the main tasks, the following are distinguished: social and psychological diagnostics; management of industrial conflicts and stress relief; regulation of both group and interpersonal relations, relations between a manager and a subordinate; provision of information for personnel management; employment management; evaluation and selection of candidates for vacant positions; analysis of personnel potential and personnel needs; business career planning; professional and social-psychological adaptation of employees; management of the effectiveness of labor motivation; compliance with labor protection requirements; settlement of legal issues of labor relations; ergonomics and work aesthetics. Additional tasks include tasks that are performed along with the main ones, but they are mainly performed by external (relative to the personnel service) units.

The higher quality of personnel is directly proportional to the majority of employees with high labor productivity, high qualifications, and professional training. Therefore, modern banks pay attention to the creation of a team of qualified personnel and the creation of conditions for continuous development and improvement of their qualifications. Personnel evaluation enables the bank to make a decision on the organization of professional training and improvement of the employee's qualifications or his promotion [20].

Please note that professional development is the organization of training employees to perform new functions, the possibility of obtaining a new position, the ability to solve new issues. World practice provides for the following areas of professional training and professional development:

– initial training with adjustments to the bank's tasks and the specifics of financial work;

- obtaining knowledge to eliminate discrepancies between the qualification requirements of the position and the actual qualities of the employee;

– education that would correspond to the new directions of the bank's strategy;

- studying new methods of performing functions.

The training of potential workers is the initial professional training and economic training of persons who have been accepted and have not worked before. Retraining is organized with the aim of mastering new functions by released employees to obtain professions. Training of workers in other (adjacent) professions with the initial level of qualifications is carried out with the aim of expanding professional skills, preparing them for work in new conditions. Advanced training is characterized by the acquisition of knowledge based on general secondary education, which provides support and improvement of professional and financial knowledge and skills.

The following forms of professional development are distinguished:

– internal form (within the bank, directly at the workplace) and external (in specialized educational institutions and centers);

– non-organizational (this includes self-study) and organizational;

– problem-oriented or professional (as required). The problem is aimed at learning the necessary organization of behavior;

– based on standard or special programs;

– intended for specific target groups (managers or specialists) or for all personnel [21, 20].

The goal of modern professional development programs is to direct the employee to independent thinking, responsibility for solving complex issues, and the ability to work in a team. Under this program, knowledge is obtained that is not part of job duties and should cause a desire to study further.

An important characteristic of the collective is its professional and qualification structure, which requires the improvement of staff qualifications. Retraining of personnel is characterized by establishing the level of performance of official duties, planned and unplanned tasks. This contributes to the improvement of the organization of personnel development planning, the optimal placement of personnel, the assessment of their potential, the improvement of the development of creative activity, the identification of needs for professional development and personal development, which ultimately increases the efficiency of the bank's activities.

Selection and further qualification makes it possible to analyze the quality of personnel, identify personnel problems, and improve the quality of management decisions, primarily related to the strategic development of the organization. The selection of employees of banking institutions has three components: self-assessment; evaluation of the immediate supervisor; coordination of the assessment between the employee and the immediate supervisor. Personnel competencies play an important role in the selection, evaluation and retraining of employees. Competencies are systematized and evaluated in global practice.

M. Moroz singles out such a system of competence development [21] (Table 3.1).

Table 3.1

Competency systems for personnel evaluation

International standards of assessment/attestation	National standards of assessment/attestation
A five-point scale for evaluating an employee in general and by individual competencies:	A four-point scale for evaluating an employee in general and by individual competencies. Final assessment:
And (+2) – outstanding behavior	low - there is a lag behind the planned, work needs to be improved
B (+1) – higher than expected	satisfactory - achieves certain results, possesses the required amount of skills
C (0) meets expectations	good - full achievement of results, mastery of skills and abilities
D (-1) is below expectations	high - exceeds expected results, reveals thorough knowledge and skills.
E (-2) – unsatisfactory	
E-exceptional. Work exceeds expectations	
A-above Expectations Work in the main directions exceeds expectations,	
S-solid performance All requirements are met, and sometimes more	
Improvement needed. The work does not always meet the requirements	
Unsatisfactory. Work is below expectations	

Having conducted an overview of foreign methods of bank personnel management, we can conclude that this activity is no longer considered as a set of purely technical methods. The basis laid in this system is a purposeful influence on the professional behavior of employees using various motivational methods. The study of this issue by scientists proved that, for example, in West Germany, in the total number of motives for the work of a bank employee, the salary makes up only 15%, other motives are: prestige, specifics of management, stability.

Having considered the specific features and differences in personnel management in the banks of the USA, France, Japan, Germany and other countries, we can conclude that the basis of personnel management in banks has become the focus on the main resource - people.

The "socialization" of management, democratic changes, and the implementation of the participation system have become the main trends in modern bank personnel management. The basis of the development of these trends lies in technological changes, information comprehensiveness, in the conditions of which the usual organization of work (with the application of strict control over the employee) turned out to be ineffective. In this case, those methods of motivating the work of the personnel, which ensure the synchronization of the work of the team, characterized by high labor productivity, and the manifestation of initiative at each workplace, became necessary.

Having conducted a review of foreign experience, we agree with the conclusions of scientists who believe that in order to constantly raise the professional level of personnel in the banking system of Ukraine, a two-level system of certification and continuous training should function - intra-bank (career development program) and at advanced training courses, through internships in leading banking institutions abroad. The main stage in the implementation of personnel policy should be the creation of a unified system of personnel selection and evaluation, training and professional development, and the creation of an effective mechanism for motivating highly productive work.

3.2. The place and functions of the modern HR service in the bank

A well-thought-out economic approach is the basis of the variety of names of personnel management departments and it is due to the desire of the owners of the enterprise to have relevant services in their organizational structure. The number of personnel in such divisions depends on the type of activity of the enterprise and its size and is characterized by a list of job duties and functions. In large organizations, powerful departments are created, the responsibilities of which are a wide range of personnel issues. In most, large enterprises, these services can be included in several departments (personnel department, labor and salary department, labor protection department, social development department, etc.), and can also include individual specialists (labor economist, labor regulation engineer). , human resources training engineer, legal consultant, sociologist, psychologist).

As for personnel management in the bank, the personnel service plays an important role in its activities and is a functional division of the bank. This service is based on the creation of conditions that would facilitate the disclosure of the potential of each employee and the implementation of control procedures for their implementation. The objects of this service's work are also specified - all the bank's staff, and the subjective side - the employees of the personnel service and the bank's management, which has authority over the staff's work.

The content of the functional tasks of the personnel management service in the bank is as follows:

– filling the bank's staff with high-quality specialists using such methods as planning, selection and hiring, provision of release, analysis of personnel turnover, etc.;

– organization of professional development of the bank's staff and organization of their promotion;

– improvement of the labor incentive system, provision of social packages;

– establishing the relationship between HR policy and the bank's strategy;

– if there are branches and departments - providing advice on planning methods, establishing the optimal structure, creating a personnel evaluation system, selecting management staff, complying with labor legislation;

– organization of the management system for recruitment, admission, retraining and dismissal of personnel;

– managing the creation of appropriate working conditions (psychophysiological, environmental conditions, decent pay, maintenance of discipline, access to information sources);

– coordination of service services (security, transport, etc.);

– formation and implementation of the involved programs (regarding salary, promotion, professional development, etc.) aimed at the bank's staff.

In Ukraine, there is a three-level organizational process of personnel management in banks. The first level, which is regulated by the National Bank of Ukraine, functions in the form of a personnel work department, which forms a concept, develops principles and strategies for working with personnel in the banking system, and provides methodological recommendations to the personnel services of individual banks. The second level is the organizational structures of personnel services, whose efforts coordinate and ensure the implementation of directions, principles, policies and strategies for working with personnel in their own organizational circle. The third level is a network of branches and branches of banks, where, on the basis of the provided recommendations, they develop and implement the established personnel management policy of the bank.

The practice of banks' activity shows that the personnel services of banks in Ukraine have not become centers of methodical and information support, nor do they carry out coordination work. In most cases, this work is performed by the heads of the bank's line departments. But recently, the role of personnel services has begun to grow, characterized by their desire to improve all aspects of work with personnel. With this in mind, highly specialized personnel services are being formed in large and medium-sized banks, which use a typical personnel service structure borrowed from the Romano-German model of building the banking system (Fig. 3.1).

Small banks operating in the domestic banking system are characterized by the following structure of personnel services:

– personnel department;

– department for analysis of work with personnel;

– training center.

Head of personnel service

- Department of labor organization
- Personnel recruitment and accounting department
- Department of personnel development
- Personnel control and evaluation department
- Labor motivation department
- Social and psychological department
- Legal department

Fig. 3.1. Typical structure of personnel service at foreign banks

The specificity of the activities of individual groups of banks in Ukraine, of which there are currently three, does not make it possible to specifically determine the organizational structure of the personnel management services created in each group.

The bank independently chooses and forms its organizational structure, keeping in mind:

– all opportunities - both material and financial;

– level of management organization in the bank;

– planned strategic prospects for further development;

– specifics of the selected financial management strategy;

– the attitude of the bank's management to organizational aspects of innovations in work with personnel.

In departments and branches, the activities of which are served by a small number of personnel, which implies a reduced level of requirements and a reduced labor intensity of work related to the organization of personnel management, personnel management work is handled by a personnel inspector.

In such departments, personnel work mainly consists in documenting the hiring and firing of employees and other specialists - lawyers, accountants, secretaries - are involved as additional duties.

These employees may not have a special education in the field of personnel management and, at the same time, must do this work in addition to their professional duties. Based on this, in reality, no one seriously deals with the issue of formation and development of effective bank personnel. The negative trend is that, in this case, the formation of a highly professional team in the organization is not ensured.

Another problem is the widespread attitude of managers to personnel services as a division that is not directly related to the achievement of high financial results of the bank's activities, and accordingly is of secondary importance. This department is often perceived as a department dealing only with hiring and firing personnel and processing personnel documentation. As for issues of personnel management, the formation of personnel policy and the direction of the bank's development strategy, they should be taken care of only by the owners of the bank or their authorized managers. Personnel services are often referred to as a kind of "cushion" between senior management and employees, as they ensure that management orders are communicated to staff and resolve possible conflict situations in the team.

The opinion of T. deserves attention. Belushchenko, who came to the conclusion that the peculiarities of the activities of personnel management services in the activities of organizations changed in accordance with changes in the economic development of the country. "If at the beginning of the twentieth century, personnel services functioned as auxiliary units, the main functions included accounting and documenting the movement of personnel (personnel departments), now they are powerful structural units, centers that concentrate in their activities a system of comprehensive solutions to economic and social issues related to the management of human resources of organizations. The place of personnel services in modern organizations is determined by the nature of the tasks they perform. The most important clients of personnel services are employees, managers, shareholders (owners) of the organization and external consumers of their services (clients). By providing these services, the personnel service functions as the founder of organizational values, thanks to which it achieves its goal and realizes its mission" [22].

Personnel services play a significant role in the formation of strategic plans and in the social responsibility of business, the provision of which is very popular recently in Ukrainian society. In terms of social responsibility of business, a number of the following measures are envisaged:

- ensuring safety and quality working conditions;
- decent salary level;
- optimal system of motivations and incentives for productive creative work;
- measures for the formation of corporate culture among employees and pride in their workplace.

The personnel service, together with the management, develops the basic principles of social policy and social responsibility. Foreign and domestic companies, in addition to solving purely administrative issues of hiring, firing and recording employees, also work on determining the qualitative and quantitative need for personnel, formulating applications and selecting employees with a sufficient level of qualification and preferably with work experience, organize staff training and select courses on professional development, develop a testing system, conduct professional evaluation with the involvement of specialists, develop stages of career advancement, carry out the formation of a favorable socio-psychological climate in the team.

The example of the management of Platinum Bank proves that social responsibility is parallel to the spirit and mood of its employees to show their work potential. Encouraging the participation of all company managers in creating and maintaining a proper working atmosphere in the team, the company's management requires:

- employees must work responsibly and meaningfully according to their abilities and increase their professionalism;
- to develop a system of encouraging subordinates to optimize the ways of performing assigned tasks and improving the quality of the bank's services;
- conduct fair evaluation of subordinates in proportion to their contributions and achievements, providing appropriate remuneration closely related to personal performance and overall financial results of the bank;
- provide employees with constant feedback, inform about possible personal development and career growth;
- achieve openness in communication with staff, be sensitive to their needs;
- timely provide employees with information and knowledge necessary for understanding the goals and objectives of the company;
- there must be a timely response to complaints and claims of personnel, a fair treatment of each employee is guaranteed, threats and harassment are not allowed.

In order to improve the socio-psychological climate in the bank's staff, the "Best Employee of the Company" program is used, sports competitions are organized between various structural units, various trainings and seminars are held, corporate celebrations of solemn events and holidays are held, etc. These measures are designed to promote the formation of a sense of belonging among employees, awareness of their own importance and necessity for the team and the organization, increase their loyalty and responsible attitude towards the performance of their duties.

Therefore, increasing the role of personnel services allowed them to establish the status of a leading link in the formation and implementation of an effective personnel policy, which led to the creation of conditions for the effective operation of the bank's staff. Investing in innovative personnel management measures has its own specificity, which is that the return does not come immediately, the bank cannot expect immediate financial profit, hoping that these costs work for the future. Management of modern banking institutions began to realize that achieving success in this business directly depends on the work of personnel services in forming a highly professional workforce and ensuring proper conditions for its effective activity.

This means that personnel management in banks is a rather important component in the general management system, because the management of effective social and economic relations in the collective is closely related to the conditions of the bank's functioning.

3.3. Ways to improve the work of the bank's personnel management service

The above-considered issues of the functions of the bank's personnel management service make it possible to identify the main problematic points in the activity of these services, primarily the assessment of personnel and in the context of satisfying their needs - the methods of determining these needs. In the banking system, the existing personnel evaluation mechanism is imperfect, unsystematic and unclear.

The peculiarity of the procedure for evaluating the bank's personnel is that it is built on the basis of the well-known "attestation" of employees. AND. In his dissertation, Shaperenkov cites data that "in the studied banks, 73% of the surveyed bank employees consider the personnel evaluation system satisfactory, 12% of respondents consider the level of personnel evaluation to be low, and only 15% of working respondents evaluate the level of objectivity as good" [23] .

The unevenness of these data shows that personnel evaluation is not a system and does not fully fulfill the functions assigned to it.

This model shows the relationship and interdependence of various evaluation procedures among themselves, aimed at forming the necessary portfolio of information for making personnel decisions. It is suggested that the main elements of the integrated evaluation of the bank's personnel should be the evaluation of the position and the periodic evaluation of the bank employee's work.

So, in our opinion, the lack of an adequate, systematic evaluation of the staff reduces the effectiveness of personnel decision-making in banks. AND. In his work, Shaperenkov formulated the main principles of building a model of integrated evaluation of bank personnel, namely: systematicity, maximum integration orientation, applied orientation of evaluation, optimality in evaluation and accounting, application of adequate evaluation criteria, horizontal and vertical complexity in coverage of evaluation of bank employees [23] .

We compare the previously operating evaluation system in the average statistical bank and evaluation according to the proposed methodology (table 3.2).

Table 3.2

Results of the comparison of the criteria of the usual and integrated personnel assessment

Comparison criteria	Pre-existing evaluation system	Evaluation system according to the new methodology
Fullness evaluations	Low opportunity to evaluate bank employees. The throughput capacity of the attestation commission, which includes bank managers, is reduced.	Annual evaluation of each employee by the immediate supervisor. A meeting of the commission is foreseen in the event of a disagreement between my assessment and the assessment of the superior.
Evaluation intervals	About once every 2 years	Annually
The essence of the assessment	They are common to all categories of bank employees	Differentiated selection of indicators depends on the functions performed by the employee
Rating results	Generalized indicators performance, which indirectly show the results of the employee's work	The system of collection and measurement of indicators is oriented for the maximum assessment of work results, the employee's contribution to the achievement of the bank's goals
Evaluation of professionals employee's abilities	The list of qualities is generalized, there is no differentiation	A differentiated list of qualities, which is compiled depending on the functions performed by the employee
Certainty results	low	High
Employee self-esteem	In this case, it is low or absent at all	There is a self-assessment, which can be used to determine the level of self-criticism of the evaluated employees
Application parameters results	General recommendations are made	Based on the results of the assessment, appropriate decisions are made regarding employees

Recently, there have been studies on the use of the marketing approach in bank personnel management as a factor in increasing the efficiency of banking activity. This approach involves the formation of goals and the orientation of the bank's management capabilities in determining actual and potential personnel needs. Accordingly, the identified needs are searched for ways to satisfy them, based on financial capabilities, personnel efforts, organizational components, technological, legislative and other restrictions.

The main task that underlies the application of marketing approaches in the bank's personnel management is the methodological support of the main processes of applying innovative tools and modern technologies to improve the existing ones and to create and promote new methods of improving the quality of personnel management.

The main issues of applying the marketing approach to bank personnel management are not sufficiently disclosed. The substantiation of these technologies requires special attention, the integrated use of a marketing approach to personnel management allows you to quickly determine the needs of personnel and develop ways to meet these needs.

Marketing of bank personnel is a type of management activity aimed at developing strategic directions for providing highly professional personnel. Modern conditions make it possible to move away from the primitive interpretation of personnel marketing as a special type of management activity that allows you to determine and satisfy personnel needs and personnel needs.

With this in mind, personnel marketing can cover almost all aspects of personnel management, rather than any specific ones. This allows you to consider it more broadly. Personnel marketing (or, as it is called abroad, personnel marketing) is a type of management that is aimed at creating an effective model for planning the need for personnel according to specified requirements, for the constant availability of personnel and their reserve in the bank, taking into account the need for conditions for comprehensive development and effective use of personnel, creation of a list of motivational factors for employees to achieve company goals and implement personnel needs.

The main tasks of personnel marketing in the bank are:

- assessment of reserves of the enterprise's need for personnel;
- constant analysis of the labor market to study the situation with personnel of the appropriate level;
- following innovative directions for the preparation of new jobs and requirements for employees;
- working with those who apply for vacant positions and meet the strategic needs of the bank.

Personnel marketing is based on only 2 principles. They are distinguished by domestic and foreign scientists based on the approach to the specifics of personnel marketing tasks. The basis of the first principle is an overview of the tasks of personnel marketing in a broader sense.

Personnel marketing in this case refers to a certain philosophical and strategic vector in the management of human resources. Potential personnel resources and those already working today are positioned as external and internal clients of the organization. The goals of this approach are the effective use of personnel by providing them with the most optimal conditions that would allow them to achieve effective work, growth in each employee's partnership and loyal relationship with the bank. The market thinking of NR managers provides an opportunity to apply the principle of personnel marketing while reducing efficiency from outdated personnel management concepts. The second principle interprets personnel - marketing in a somewhat narrow sense - as a special function of the personnel management service. The direction of influence of this function is aimed at finding and meeting the needs of the enterprise in personnel resources.

Let's highlight the main differences between the above principles. According to the first principle, an extended definition of personnel marketing can be given as a component of the personnel policy of the organization, which is solved through a set of tasks of the personnel management service (such elements as a targeted system, planned need, business assessment, career management, incentives, etc.). The narrower meaning of marketing - personnel means a certain specific activity of the personnel management service, which means separation from other vectors of the work of the personnel service. The main content of personnel marketing consists in a detailed study of the requirements for positions and jobs, a study of external factors and the internal environment of the organization, study and segmentation of the labor market, study of the image of the organization as an employer.

As a process, personnel marketing consists of the following stages:

1. Selection and analytical study of sources of information related to marketing activities.

2. SWOT - analysis: analysis of external factors (study of the situation on the labor market, study of the development of equipment and technology, analysis of political and legal factors, study of personnel policy of competitor banks); analysis of internal factors (analysis of the mission, goals and objectives; assessment of financial resources; diagnosis of the bank's personnel potential; analysis of sources of coverage of personnel needs).

3. Designing the creation of elements of the personnel marketing system: developing a set of personnel requirements; determining the need for personnel; calculation of planned costs; analysis of ways to cover the need for personnel; determination of the hierarchy of measures that will promote personnel development; development of basic job duties for formulation of content and specification of planned work results at workplaces; development of forms and methods of motivating work results and staff behavior.

4. Professional development of a personnel marketing plan: outline of strategic alternatives; development of personnel management strategy; approval of ways to implement the strategic plan; strategy evaluation and review. According to many scientists, the marketing of bank personnel should be understood as such a philosophy and strategy of human resources management, which, focusing on the life and work demands of employees, simultaneously correspond to the interests of the banking institution's policy.

Therefore, one of the ways to improve the bank's personnel management system can be the introduction of the "Personnel Marketing" component. But this is possible only for large banks that have the funds to attract such specialists, and in each case it is necessary to calculate and correlate the effectiveness of such innovations, their impact on the financial results of the bank's activities.

CONCLUSIONS

The conducted research made it possible to draw the following conclusions.

Revealing the essence of the concept of "personnel management" made it possible to improve the conceptual and categorical apparatus in terms of the specification of the concept of "personnel management" based on the integration of meaningful characteristics and a set of approaches: "institutional" (management activities aimed at planning personnel volumes, their development and increasing efficiency), "functional" (actions and processes that need to be implemented to achieve the goals of organizations, methods that need to be applied) and "scientific" (studies and takes into account the influence of all aspects of a person on organizational behavior), and allows to interpret "personnel management" as a collective management toolkit, which, unlike the existing ones, takes into account the influence of external and internal factors that arise when the goals of the enterprise's activity change (increase in quality, increase in the share market). This will allow more thorough analysis of their parametric characteristics in further research.

Researchof the goals and directions of the bank's personnel management made it possible to generalize the characteristics of the main directions of personnel management in banks, namely the improvement of its legal, informational, and organizational support.

Consideredmodern methods, principles of bank personnel management. The main methods of personnel planning, organization of their work, motivation and control are summarized.

It has been proven that the entire system of personnel management directions is influenced not only by the features of the existing banking system as a whole, but also by individual banks. This makes it possible to modify the specified system. At the same time, as practice shows, any simplification or ignoring of the problem of personnel management in banks leads to an increase in personnel risks and direct commercial losses.

The study shows that personnel management should correspond to the concept of bank development, protect the interests of employees, ensure compliance with relevant legislative acts and contribute to increasing the bank's competitiveness.

In the course of the analysis, it was found that despite the absence of significant changes in the staffing and organizational structure of JSC CB "Privatbank", due to the improvement of the quality indicators of the personnel management system, it was possible to achieve a certain efficiency of personnel management.

It has been established that modern economic conditions require new methods of managing labor resources, capable of ensuring a sufficient level of labor productivity, facilitating the adaptation of personnel during the political and socio-economic transformations that are currently taking place in our country.

In the course of the study, it was found that the lack of a single definition of labor efficiency assessment in the banking sector, the important role of internal and external factors in influencing complex and specific banking processes determine the formation of appropriate non-traditional approaches to assessing the productivity and labor efficiency of bank personnel.

During the period of reduction and decrease in the volume of provided banking services, the implementation of an active and well-thought-out personnel management policy, the motivation of employees will contribute to the optimal cost-profit ratio, creating conditions for development and prosperity in the future.

Having studied the methods of material stimulation of personnel and their peculiarities in the bank, we came to the conclusion that the methods of material stimulation in JSC CB "Privatbank" are divided into monetary and non-monetary, which in turn are divided into functional and social. The monetary method of material motivation is based on monetary remuneration, which includes wages, bonuses, allowances, and extra payments

Non-monetary rewards include benefits and compensations that are made in the form of monetary payments, but the nature of compensations is significantly different from the payment of monetary rewards.

It was found that the costs of labor and staff incentives increased during the analyzed years, while labor efficiency decreased. This indicates an inefficient system of financial incentives used in Privatbank JSC.

The disadvantage of the current system of material incentives is the lack of a competent approach to personnel evaluation, namely, that the evaluation of personnel performance is carried out by the employer.

We believe that taking into account the interest of bank employees: managers, specialists, specialists, and workers in the effective operation of the organization is the only way to increase labor productivity, reveal the individual abilities of team members, and create and maintain a favorable social microclimate. The use of management tools for the management of banking institutions requires the development and implementation of an effective bank personnel management system.

The consideration and analysis of the above issues led to the need to find ways to improve the researched process. The existing proposals were analyzed and systematized in the following directions:

Firstly. A review of foreign experience was conducted, in which we agree with the conclusions of scientists who consider it expedient to build a two-level certification system and continuous training through intra-bank (career development program) and advanced training courses, through internships in leading banking institutions abroad,

The main stage in the implementation of personnel policy should be the creation of a comprehensive system of selection and evaluation of personnel, training and advanced training, establishment of an effective mechanism for motivating highly productive work, formation of the market value of human capital.

Second. It was determined that the personnel management service plays an important role in the relations between employees and managers of the bank. This service is based on the creation of conditions that would facilitate the disclosure of the potential of each employee and the implementation of control procedures for their implementation. The functions of the personnel management service provide for the search for highly qualified specialists, the creation of appropriate working conditions, the organization of the management system for recruitment, admission, retraining and dismissal of personnel.

Thirdly. The proposed model of integrated evaluation of bank personnel, which is based on the principles of systematicity and comprehensiveness in the evaluation of bank employees.

This model contains a mechanism of interconnection and interdependence of various evaluation procedures among themselves, aimed at forming the necessary portfolio of data for making managerial decisions regarding the bank's personnel policy. It is proposed to use the evaluation of the position and the periodic evaluation of the bank employee's work as the main elements of the integrated personnel evaluation.

We also believe that the introduction of a marketing approach to personnel management in domestic banks will contribute to the improvement of the personnel management system. The goals of this approach are the effective use of personnel by providing them with the most optimal conditions that would allow them to achieve effective work, growth in each employee's partnership and loyal relationship with the bank. The modern thinking of NR-managers provides an opportunity to apply the principle of personnel marketing while reducing the effectiveness of outdated approaches to personnel management and more fully using human capital, increasing its market value.

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