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## THE PROBLEM OF MANAGEMENT PERSONNEL LABOUR STANDARDIZATION

*Выявлены проблемы нормирования труда управленческого персонала, которые характерны для промышленных предприятий Украины. Это такие проблемы как: несоответствие работ выполняемых управленческим персоналом их функциям, дублирование отдельных управленческих функций, устареванием нормативной базы, неэффективным использованием рабочего времени.*

*The article reveals the problems of management personnel labour standardization, which are typical for industrial enterprises in Ukraine. Among them: discrepancy between the works performed by management personnel of their job description, duplication of some administrative functions, obsolescence of the regulatory framework and inefficient use of working time.*

**Relevance.** The problems of labour regulation had come to the fore in recent years among the most important elements of the personnel management system. This is due to the need to improve the efficiency of the labour potential of employees to optimize their quantitative and professional structure, and the in-time adjustments to the personnel requirements, based on market conditions. Much more attention is paid to the labour estimation of management personnel. Management is characterized by a high intelligence degree in solving the control problems.

The specificity of labour management staff is that they don't material values, but provide the conditions for their production and own the special object of labour - the information which underlies some of the works, which can be defined as a management function. This implies that the management function is the primary object of the management labour estimation.

**The aim of the study.** The development of guidelines for improving the standardization of management personnel labour for enterprises, operating in a socially oriented market economy on the theoretical and methodological ground and practical recommendations. The implementation of the studies objectives determines the formulation and solution of the following tasks:

-Clarify the role of labour regulation of industry in a socially oriented market economy;

-Identify the major factors affecting the regulation of labor management personnel in industrial plants;

- Identify the main directions of improving the management labour estimation at domestic plants in a socially oriented market economy.

**The main part.** If you want to make good use of your time, you've got to know what's most important and then give it all you've got. *Lee Iacocca*

The ingenuity and experience of each new generation or even every decade transmit more sophisticated methods. This combination of practical and traditional knowledge and skills is the main asset (potential) of each employee's professional. Therefore, the experienced managers openly confront the aim of better and economical work performance for their employees.

The problem facing the management company is to encourage the best initiative display of every employee. On the other hand, it's difficult for manager to achieve any tangible manifestation of this initiative from their employees if he doesn't give them more of what they normally get from their employers. Thus, the best type of business management is one which employees demonstrate their initiative and get back certain social encouragement from their managers. For the implementation of scientific management, it's important to compile a set of traditional knowledge and skills possessed by its employees, and then classify them, edit and combine all this knowledge in rules, laws and practices. In addition, the management company assumes many responsibilities. Among them:

- developing the scientific foundation that makes it possible to replace the old traditional methods with the new science;
- coordinating cooperation between the individual links of production towards to a common goal;
- in accordance with the principles of evidence-based division of labor and responsibility between workers and management the latter takes over those functions he does best, instead of delegating them to their employees.

The organizational subsystem of labor standardizing is divided into centralized and decentralized system. It's preferable to use a centralized one to achieve equal stress on the work standards carried out in similar organizational and technical conditions, to eliminate subjective approach in solving the problems of standardizing and reward, to create the preconditions of modern information technologies and specialized software practice.

Improving labour standardizing of management personnel it's appropriate to carry out the following requirements:

- innovating the existing management systems;
- harmonizing the components of the labour standardizing subsystem and its inclusion into the overall management structure;
- using an improved methods and tools of standardizing;
- developing of participatory management that allows each employee to participate in labour organization and valuation;

- conducting regulation of the management personnel labour for adjustment of labour functions in specific organizational and technical conditions with the use of functional labour analysis.

The key condition of successful labour standardization is the development of effective motivational systems for workers engaged in labour standardizing, and those executors who deal with management functions. These include:

- ✓ The moral encouragement;
- ✓ Rotation of personnel;
- ✓ Creative self-realization;
- ✓ Involvement in Corporate Governance (participation);
- ✓ Training, retraining and skills development;
- ✓ Improving the labour organization;
- ✓ The use of non-standard forms of employment.

The implementation of these directions provides labour attractiveness for management personnel and its consolidation in the enterprise provides the stability of the group, allows more efficient use of the enterprise staff.

When you create an incentive system you should implement the strict regulation of the employee duties and the results of their operations, which help to determine the type and the size of the incentive; to develop a creative approach in further employee remuneration.

**Conclusions.** Thus, we can draw the following conclusions:

The management personnel labour in modern conditions other than mental, creative and unstable, is more entrepreneurial, innovative and informationally-communicative.

The role of labour regulation in the economic activity of enterprises has been defined. Currently expanding sphere: regulation of labour, which provides taking over the quality of management decisions based on better use of information technology, the implementation of participatory management in organization, evaluation of the work, innovation, increasing the work substance.

It was revealed that the work of management personnel is different from the labour of other categories of staff and requires a special approach to its valuation.

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