

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
НАЦІОНАЛЬНИЙ АВІАЦІЙНИЙ УНІВЕРСИТЕТ

Кафедра менеджменту зовнішньоекономічної
діяльності підприємств

ДОПУСТИТИ ДО ЗАХИСТУ

Завідувач кафедри

Кириленко О.М.

“___” _____ 2020 р.

ДИПЛОМНА РОБОТА

(ПОЯСНЮВАЛЬНА ЗАПИСКА)

ВИПУСКНИКА ОСВІТНЬОГО СТУПЕНЮ

“МАГІСТР”

Тема: Удосконалення системи управління персоналом на прикладі ТОВ
«МАСТЕР-АВІА» з урахуванням досвіду зарубіжних країн

Виконав: ЯХЬЯУІ Валід

Керівник: к.е.н., доц Катерна. Ольга Костянтинівна

Консультанти з розділів:

Нормоконтролер з ЄСКД (ЄСПД): _____(Катерна О. К.)

_____ (Серьогін С.С.)

Київ-2020

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
NATIONAL AVIATION UNIVERSITY**

Management of Foreign Economic Activity of Enterprises Department

ALLOW TO THE DEFENSE

Head of the Department

_____ *O. Kyrylenko*

“ ____ ” _____ 2020

MASTER THESIS
(EXPLANATORY NOTE)

Topic: Improving the personal management system of LLC “Master-Avia” according to the international experience of foreign countries

Performed by: Yahiaoui Walid

Scientific adviser: Ph.D. in Economics, assoc. prof. Kamerna Olga

Consultants for the parts:

Norm-controller of USCD (USPD): _____ / *O.K. Kamerna* /
_____ / *S.S. Seryogin* /

Kyiv – 2020

NATIONAL AVIATION UNIVERSITY

Faculty TML Department Management of Foreign Economic Activity of Enterprises

Educational level Master

Specialty: 073 "Management"

Specialization: "Management of Foreign Economic Activity"

APPROVED

Head of the Department

O. Kyrylenko

“ ” 2020

TASK

To perform Master Thesis by student

Yahiaoui Walid

(surname, name, patronymic)

1. Topic of thesis: Improving the personal management system of LLC “Master-Avia” according to the international experience of foreign countries

Approved by the Rector order of 02/10/2019, № 2263/cm

2. Deadline of thesis: from 14/10/2019 to 09/02/2020

3. Initial data for thesis: Accounting reports of LLC “Master-Avia”: balance, Report on financial results; statute of LLC “LLC “Master-Avia”, scientific works, Internet resources.

4. The content of the explanatory note (list of issues to be developed):

Required: to examine and analyze essence of personal management strategy of an enterprise, types of personal system strategies, peculiarities of strategic management process; to analyze methods of strategic efficiency evaluation of personal management ; to perform the analysis of financial and economic activity of LLC “Master -Avia”; to analyze current personal management system f LLC “MASTER -AVIA”; to suggest new development KPI key performance indicators of LLC “MASTER-AVIA” and justify the ways of its implementation

The list of mandatory graphic material:

Theoretical part: tables –2, fig. – 4

Analytical and research part: tables –2, fig. – 15,

Project and advisory part: tables – 15, fig. – 5

SCHEUDEL

№	Stages of Master Thesis performing	Deadline of stages	Comment
1	Arriving at the place of practice. Introducing airport infrastructure practice leader.	02/10/2019-19/10/2019	done
2	Passage of labor protection under the signature along with members of "Master-Avia". Registration permits.	20/10/2019-02/11/2019	done
3	Understanding the ACT service, internal routine work, management, and dispatch department.	till 16/11/2019	done
4	Trips on the platform, familiarity with the fleet of the airlines performing flights to the airport "Kyiv".	till 05/12/2019	done
5	Familiarity with the program Sita.	till 14/12/2019	done
6	Study quality standards of service at the airport.	till 28/12/2019	done
7	Tour familiarization with the structure of terminal A.	till 14/01/2020	done
8	Passage of the safety briefing on the platform. Learning the rules of traffic safety aircraft and ground vehicles on the apron. Getting to ground handling in the territory of platform.	till 23/01/2020	done
9	Carrying passengers landing at the outputs.	till 28/01/2020	done

Student _____ (Yahiaoui Walid)

Scientific adviser of Master Thesis _____ (Katrema O.)

ABSTRACT

The thesis is devoted to the improvement of personnel management at the international airport by forming a grading system and KPI and assessing the feasibility of the proposed measures.

The introduction defines the relevance and practical value of the research topic, the main purpose and objectives of the study, the subject and object of the study is noted, the main research methods are indicated.

The first part is devoted to the aspects of improving personnel management in the enterprise. Modern approaches to understanding the essence of personnel management are defined. The main provisions of the grading system,.

In the second part of the thesis the activities of the enterprise Master avia was presented. The indicators of economic activity are analyzed. The financial evaluation of "Master avia" is presented. Also, the existing personnel management system at Master avia has been analyzed and its main shortcomings have been identified.

The third part defines the main ways to improve the personnel management of the Enterprise Master avia ". Organizational measures for the improvement of personnel management and its motivation are described. The directions of improving the grading system in Master avia" are proposed. The economic substantiation of the proposed measures for the introduction of the personnel management system at Master avia is given.

The conclusions and suggestions summarize the results of research.

Key words: airport, employment, human resource, international enterprise, key indicators performance, motivation system, personal management

АНОТАЦІЯ

Дипломна робота присвячена питанням удосконалення управління персоналом в міжнародному аеропорту шляхом формування системи оцінок і КРІ, а також оцінки пропонованих заходів.

У вступі визначається актуальність і практична цінність теми дослідження, вказується основна мета і завдання дослідження, відзначається предмет і об'єкт дослідження, вказуються основні методи дослідження.

Перша частина присвячена аспектам вдосконалення управління персоналом на підприємстві. Визначено сучасні підходи до розуміння сутності управління персоналом. Основні положення системи оцінювання.

У другій частині дипломної роботи була представлена діяльність підприємства Майстер Авіа. Аналізуються показники господарської діяльності. Представлена фінансова оцінка Майстер Авіа. Також було проаналізовано існуюча система управління персоналом в Майстер Авіа та виявлено її основні недоліки.

У третій частині визначені основні шляхи вдосконалення управління персоналом у Майстер Авіа. Описано організаційні заходи щодо удосконалення управління персоналом і його мотивації. Запропоновано напрями вдосконалення системи оцінок в Майстер Авіа. Наведено економічне обґрунтування із запропонованих заходів по впровадженню системи управління персоналом в Майстер Авіа.

Висновки і пропозиції узагальнюють результати дослідження.

Ключові слова: аеропорт, працевлаштування, людські ресурси, міжнародне підприємство, показники ефективності, система мотивації, управління персоналом.

АННОТАЦИЯ

Дипломная работа посвящена вопросам совершенствования управления персоналом в международном аэропорту путем формирования системы оценок и KPI, а также оценки предлагаемых мероприятий.

Во введении определяется актуальность и практическая ценность темы исследования, указывается основная цель и задачи исследования, отмечается предмет и объект исследования, указываются основные методы исследования.

Первая часть посвящена аспектам совершенствования управления персоналом на предприятии. Определены современные подходы к пониманию сущности управления персоналом. Основные положения системы оценивания.

Во второй части дипломной работы была представлена деятельность предприятия Мастер Авиа. Анализируются показатели хозяйственной деятельности. Представлена финансовая оценка Мастер Авиа. Также была проанализирована существующая система управления персоналом в Мастер авиа и выявлены ее основные недостатки.

В третьей части определены основные пути совершенствования управления персоналом Мастер Авиа. Описаны организационные меры по совершенствованию управления персоналом и его мотивации. Предложены направления совершенствования системы оценок в Мастер Авиа. Экономическое обоснование из предложенных мер по внедрению системы управления персоналом в Мастер Авиа.

Выводы и предложения обобщают результаты исследования.

Ключевые слова: аэропорт, трудоустройство, человеческие ресурсы, международное предприятие, показатели эффективности, система мотивации, управление персоналом.

LIST OF SYMBOLS

BUT - ground handling;

KPIs- KPIs are key performance metrics;

PS – aircraft;

Sita- is a passenger registration program;

SPO - passenger service;

UAH- hryivna;

USD- american dollars.

CONTENT

INTRODUCTION	11
PART1.THEORETICA.APPROACHES TO PERSONNEL MANAGEMENT IN THE ENTERPRISE	15
1.1 Basic concepts and definitions of personnel management in the enterprise.....	15
1.2 Personnel management strategies.....	26
1.3 International experience of enterprise personnel management system ...	31
PART 2. DIAGNOSTICS (ANALYSIS) OF THE PERSONNEL MANAGEMENT SYSTEM AT LLC “MASTER AVIA”.....	41
2.1 Characteristics of business activities of LLC “Master Avia”... ..	41
2.2 Analysis of the financial and economic condition of the enterprise...49	
2.3 Analysis of the personnel management system at Master Avia.....	60
PART 3: THE MAIN APPROACHES OF THE PERSONNEL MANAGEMENT SYSTEM AT “MASTER AVIA”	66
3.1 Introduction of a system of indicators of personnel certification.....	66
3.2 Development of proposals for a personnel management system on LLC “Master Avia” based on the KPI system.....	71
3.3 Economic evaluation of proposed solutions.....,	92
CONCLUSIONS.....	97
REFERENCES.....	100

INTRODUCTION

Organizations today, whether private or public, face a complex environment known for many changes and transformations, which have affected various aspects of contemporary life, and touched all economic and social organizations in various countries of the world, and perhaps distinguishing developments in the twenty-first century is the evolution of global management thought that Accompanied by a qualitative development in the field of human resources management, which is concerned with the management of the most important resource in the organization since its entry and until the exit.

The modern organizations success in achieving its objectives will depend to a large degree on the contributions made by members of the workforce in the scope of their jobs, and organizations be more successful when working out has a good job and increase productivity, and by contrast, be less successful when it is workers less satisfying and productive in their job performance tasks. This is a fact known to most managers, but the manner in which it manages all of them are subordinates to achieve these goals may vary from organization to organization-wide approach to divide 2. In this chapter: Concepts and role, and job classification, and in the last job and its creation budget.

Structure Search: The research is based on the method of chapters, because of its ease and clarity, we have adopted the following plan and divided into three chapters:

The first chapter is related to the theoretical part of approaches personal management in enterprise we use many definition from deferent philosophy as: Edwin B. Flippo, M. J. Jucius, Dale Yodder, Pigors and Myres, The British Institute of Personnel Management, Indian Institute of Personnel Management, Kolkata. The second chapter entitled the reality diagnostic of personal management, which includes two subjects, each with three demands, the first section contains, and the financial and production analysis of Master Avia and the third chapter contains the main approach of personal management KPIs

The Organization has access to its human resources and is therefore responsible for the performance of service function to achieve its objectives for the performance. Here, the role of human resources management, which is one of the most important elements in the organization and the importance of its activities such as job analysis, training, planning, in addition to polarization, selection and recruitment, which are considered the most important functions in the management of human resources. Hence, this study is an attempt to find out the reality of the recruitment process at the level of a multinational service organization, where this process in this sector acquires a special characteristic distinguishes it from the public sector and make that wondering about what is the personal management is in human resource. Which system of personal management that use in enterprises. Moreover, for answer this problem we ask the following sub-questions: What is the basic concepts and definitions of personnel management in the enterprise? What is the system of personal management. How we can use KPIs to develop our strategy of personal management.

In order to answer the sub-questions, that made the following hypotheses: The supportive of personal management process is essential to the success of the organization.

- KPIs importance to the institution and the individual. .
- All institutions evaluate the results obtained from the selection and appointment processes.
- All institutions want to apply the principle of putting the right person in the right place.

Reasons for choosing a topic:

- Breadth of research in this topic.
- Recognize the critical importance of the subject of human resources, which calls for increased attention to this resource because it is a tool to achieve the goal of any organization of any kind and concern.
- Try to clarify the importance of these processes and their impact on the institution.

- Try to identify the various difficulties faced by officials in the task of selection and recruitment of human resources.

- Adding a scientific resource for the library, students and researchers.

Research importance: This study shows the importance of this study as it is looking at one of the general topics related to human resources which has become the most important factor of production, because it is responsible for the movement of other factors, whether material or financial, and therefore the human resource has become a precious wealth must be exploited and invested in, the achievement of the organization's objectives With its success in the selection of qualified human resources, saturated with a sense of responsibility and a sense of duty, the Department cannot perform its tasks properly if it is unable to provide qualified human resources for this, which made it obliged to adopt a personal management policy In particular, if it comes to service institutions nature, they have the responsibility to meet the needs and desires of customers on the one hand and the responsibility to achieve their goal in sweeping the scientific markets on the other hand, therefore, the qualitative and quantitative shortage of human resources required The performance of the administration will lead to a low level of performance due to the assignment of non-specialized or incompetent jobs, and therefore guarding the process of recruitment and selection to select the best competencies.

Research objective: Through this research, we will pursue the following objectives: Highlight the extent to which the employment policy of private enterprises contributes to the provision of highly qualified human resources, promote research in human resources management, come up with conclusions and suggestions on the personal management process, and identify the latest methods used in the polarization and selection processes

In order to take note of the various aspects of the subject and answer to the problem of purely and test the validity of hypotheses, we will rely on the descriptive analytical approach that combines the study of desk and applied study, and the case study approach we have adopted in order to apply the subject of the study to the Master Avia.

The research aim is searching for prospects for further development of the company and creation of a new development strategy of personal management, which can insure company growth, and obtaining more profit.

To achieve the aim research: The sources of information and documents were collected from the records of the institution under study, especially those related to the subject we are studying.

- Studying of evolution of interpretation of concept “strategy” in foreign and domestic scientific literature;
- Studying of approaches to interpretation of concept “enterprise development” and the relationship between strategy and development of personal management.
- Studying of concept “enterprise personal management system.
- Research one the classification of enterprise development personal management
- Studying of system of personal management process;
- Characteristics of economic activity of company-object of the research, analysis of financial state of the enterprise.
- Characterization and evaluation of effectiveness of current development personal management of LLC “Master-Avia”.
- Analysis of possible prospects of development of LLC “Master Avia” by introducing a new KPI development strategy.

Research methods. Theoretical and methodological basis for the studies are the fundamental statements and works of domestic and foreign scientists in economics and management of air traffic, as well as general scientific and special methods, which include the laws of market economy. To achieve the stated goal the following methods were used: principles of systematic, comprehensive and factor analysis, methods of economic-mathematical modeling, statistical processing and analysis of information etc.

PART 1. THEORETICAL APPROACHES TO PERSONNEL MANAGEMENT IN THE ENTERPRISE

1.1. Basic concepts and definitions of personnel management in the enterprise

Personnel management can be defined as obtaining, using and maintaining a satisfied workforce.

It is a significant part of management concerned with employees at work and with their relationship within the organization. We find the definitions of the many management is that they are those associated with collecting resources and organizing and employing them to serve the specific objectives of the activities, as some writers known as management elements as targets and material resources and manpower 1 and personnel management is that aspect of the administration who specializes workforce organizations and the for detail are those activities related to the creation of jobs and workforce planning and employment management, and develop and motivate to continue to work to achieve the required and objectives of personnel management for many tasks and we can say also there is no standard definition of the term 'personnel management'. Different writers have given different definitions of the term. And that show in following fig. 1.1 [41, P 11].

Human resources of management, and if management personnel were part of the administrative process is where there is no administration, including both public administration or business administration as show on the following fig. 1.2 [69, P4].

the different definition of personal management we can see personal management system have relation with human resources and that true because one of human resources duties its use personal management to help the employees to develop their skills and performance to achieve the goal enterprise but how about the the deference between personal management and that what we will showing in the next table 1.1 [62,1 P].



Fig 1.1. Definition of personal management

Table 1.1

Table of the difference between personal management and human resources

Human resources	Personal management
Its mean management of people employed	It is mean management of employees skills and abilities and knowledge
Employees are tread as economic man for exchange of their service salary and wages	talent, aptitude Employed are tread as economic,social,physical,psychological man
Employees are tread as commodity which can be used as purchased	Employees are tread as resources
Its cost therefore management tries to control the cost	Its profit centered therefore investments in human resources for utility purpose
Employed are used for benefit of the organization	HRM employed are used for mutual benefit
Personal function treated as auxiliary function no sprite function or department is treated as routine work	Its tread as upper level management forms strategic function proper strategies

-Importance of Personnel Management is Derives personnel management importance of the importance of the workforce and its outstanding between production in achieving the goals, and believe this in the statement known (human most precious capital) and not only in view of its importance compared to other resources of funds and equipment and raw materials, but also because the potential of its development is limited, the difference between the worker who digs in the streets and the world that sends missiles of outer space is the difference between the man who developed his abilities and that which remained the same quasi-innate, «and personnel management are responsible for that development» is added to so the difficulty of dealing with

human problems, and things require specialized skills and abilities related to knowledge and personal aspects of human behavior, which is difficult to predict as much as a multitude of precision and objectivity dimensions [43, P 352-361] (fig. 1.2).

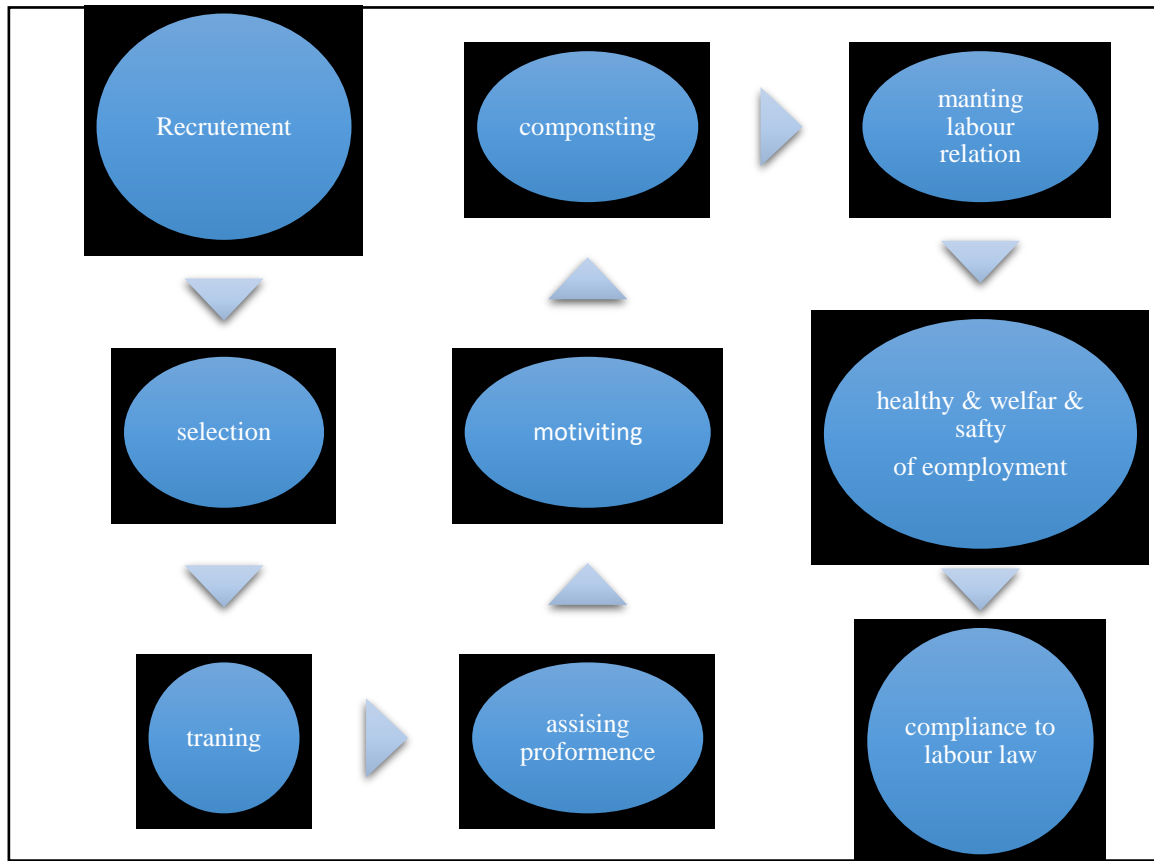


Fig 1.2. Personnel management as a joint in public administration and business administration [acording to 43]

Personnel management is important for avoiding the following consequences:

1. To hire the wrong person in the job advertisement
2. To experience high turnover
3. To find your people not doing their best
4. To waste time with useless interviews
5. To have some of one's employees think their salaries are unfair and inequitable relative to others in the organisation.
6. To allow a lack of training to undermine one's department's effectiveness.
7. To commit any unfair labour practices.

The acquisition of skilled, talented and motivated employees is an important part of personnel management. The acquisition phase involves recruiting, screening, selecting and placing personnel. Retaining competent individuals is also important to an organisation. If qualified individuals regularly leave a company, it becomes necessary to continuously seek new personnel, which costs money and time.

The opposite of retention is, of course, termination, an unpleasant part of any manager's job. Occasionally, some employees must be terminated for breaking rules, failing to perform adequately or job cutbacks.

Developing human resources involves training, educating, appraising and pre-paring personnel for present or future jobs. These activities are important for the material and psychological growth of employees. It is not possible to satisfy the need for personnel in an organisation if it does not have an active employee development programme.

For utilising the full potential of manpower, there is need to understand both individual and organisational needs. It is also necessary to match two things: availability of different types of manpower, over time and organisational needs for such manpower. Personnel management is normally regarded as a staff function whose role is to serve the organisation and help it achieve its objectives.

-The main objectives of Personnel Management.

Aimed at 'personnel management in general to achieve three main objectives are [44, P 366-372] :

1. Increased productivity and increase performance in the civil service efficiency by developing the capabilities and skills of the workforce and the effectiveness of their use to ensure justice.

2 Equal treatment and equal opportunities, by applying the principle of merit and finding ways to consider grievances and make decisions in which the spirit of cooperation.

3. Development and cohesion of the working group to achieve the organization's goals and satisfy the needs of workers.

-basic pillars of Personnel Management :

Organization and function and as well as employee relations that arise between these three parties constitute personnel management functions, The organization comes at the beginning is not because it is the most important, but because it is the side from which the goals that guide the overall staffing resources, and on Alokhattav are specialized activities, which ends functions, office is used is the second episode in the sequence and is the primary unit in the organization, and the job includes duties and specific responsibilities must be undertaken in order to verify the organization's goals, and the staff understand the third episode is not because they are less important than the organization or functions, but rather because the logical order comes their This is my situation, who understand the tasks and responsibilities that included functions which can not -bdon Anjazha- achieve the organization's goals, if these mutually impact of the relationship between the three dimensions, and their relations with each other and complementary membership relationships, and constitute the activities of this relationship role played by personnel management in the organization's life as show in the following fig. 1.3 [45, P 19-28].

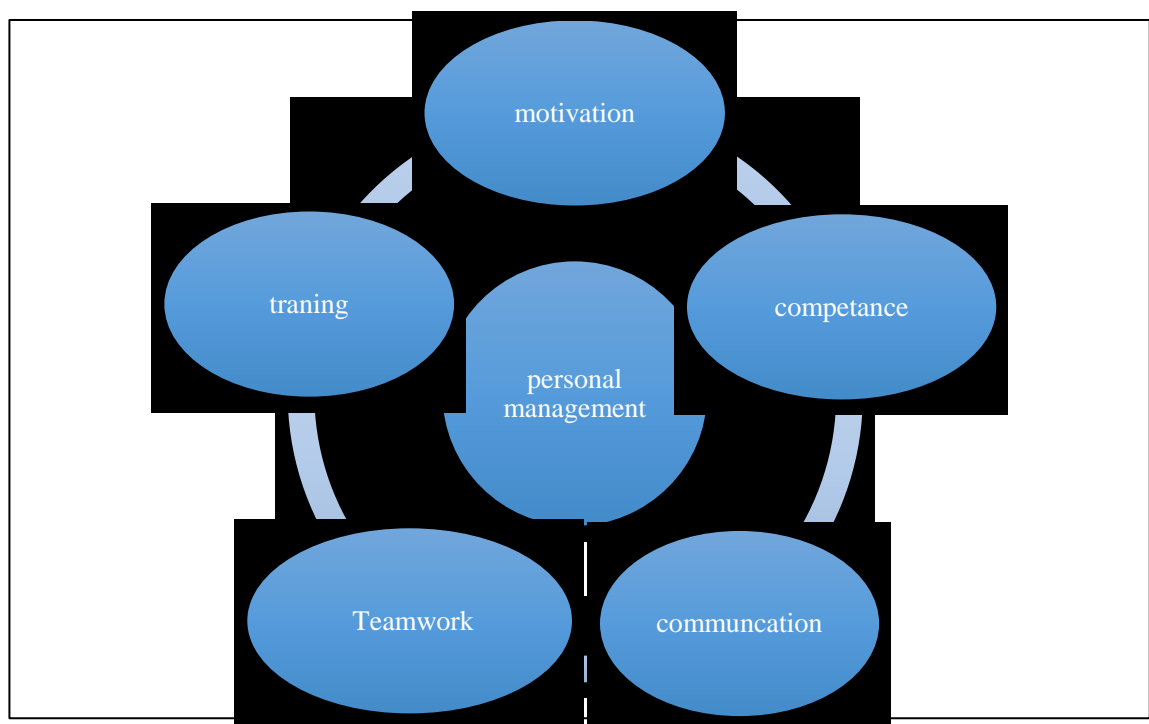


Fig 1.3. Relationship with the elements that constitute the personnel management functions [45]

1-Pillar: Motivation

Typically, this will be the starting point and fuel for the other 4 pillars of people management, since any company depends on the individual commitment of each person who participates in it. An unmotivated employee pays far less than he does or she can and is always ready to leave at the earliest possible opportunity. This is not the profile of workers that companies are looking for today, quite the contrary, the self-motivation is one of the essential points sought in selective processes.

Thinking about the organization as a whole, the most important thing is to understand what motivates a person to be a part of it. Can be financial incentives (high wages and bonuses), the purpose of the company itself, the challenge provided who participates in them (individually and collectively), a career path (developing and valuing employees) [46, P19-28].

There are a lot of motivators and each person reacts differently to each one of them, it is necessary to understand what your organization or area is good and focus on this aspect when hiring.

Practical tips on how to be motivated as a foundation for managing your business people

1. Understand the real needs of your employees - according to the pyramid of Maslow, there is a hierarchy of human needs. It does not have as a developer to focus on a goal, when more personal or professional basic needs are not being met.

2. Have company goals, business areas and individual goals - When a person knows what to look for, he is more motivated to run after it. And if it is going to do goals, who are bold to get their employees out of the comfort zone.

3. Make a selection process transparent and demanding - If you put people in line with your values and who understand all the workings and difficulties that exist, the chance to keep them motivated is much greater.

4. Adopt meritocracy (for real) - those who achieve planned results need to be recognized for this, regardless of their hierarchical position ou cargo. This can be done with promotions, financial bonuses, prizes (such as trips or tickets to a theater) or unique trainings.

2- Pillar: Communication process.

In the previous paragraph really happens, good communication is essential. Not only between managers and employees or between employees of the same sector, but a integrated communication, so that information is always available when it is needed. Managers should encourage dialogue, breaking down hierarchical barriers, and working together with the entire team to achieve a common goal.

Practical tips on how to have a practical communication process in managing your business people.

1. Adopt internal communication software - in the past this chat was made by emails, which can be slow and impractical. Nowadays its recommend the Slack which will be a tool that will help the upcoming 3 tips. That have groups (can be areas of your company) and people (employees):

2. People management communication system – slack Immediate Communication Method - Often in teams working in the same environment, sending emails to communicate things that can be handled by quick personal conversations or by telephone. Know when to prioritize and encourage each one.

3. Promote Agility in Answers - no email or chat can stay over 1 unanswered time. This practice will streamline the communication process among your company's employees. To improve, this type of practice when adopted as an example is also transmitted to customers.

4. Avoid bottlenecks - When there is work between teams, employee an often talks to the project manager that communicates this item to employee B. If possible, leave employee A in contact with employee B directly.

3- Pillar: Teamwork

The company is a single body with a common goal for everyone, so it does not make sense for each industry or each team to have its own goals if they do not have connection with the others. Only by seeing the importance of what everyone is doing is that employees feel relevant within an organizational environment.

having a nice environment (which is even important and if you want to understand how yours is, use our organizational climate research worksheet), that believe in

initiatives that make the team work be natural and organic to the work itself in that company or area.

1. Practical tips on how to improve teamwork in managing your business people
 Create workgroups - These working groups work as specific projects. They have beginning, middle and end, as well as a very clear goal that must be achieved. I have seen companies with a project to implement improvements to their sites. In that case, people from different areas were running A/B tests, measuring numbers, and implementing improvements where there were positive results.

2. Use task-sharing software "As that knows , the more natural the interaction between employees, the more practical it will be to generate a first-rate teamwork. One way to do this is by using task management e commotions. See a panel illustrating many people working on common activities.

3. People Management - teamwork – Hold follow-up meetings "Teamwork gets a lot better when everybody's on the same page. By holding meetings of maximum 30 minutes at the beginning of each week, we can create a very great synergy between the activities of different teams in common.

4. Have fun moments - Nothing had better for a good work environment have times when you do not talk about work. So stimulate moments of interaction outside the work environment. This can range from lunch to happy hour. Here in LUZ periodically we make a trail with the whole company.

4- Pillar: Knowledge and competence

No matter how well structured the whole system we have been talking about throughout the text success will not be possible if employees do not have knowledge and competence to perform your tasks. That being so, we need to have a plan that seeks to put together the best team possible and create an environment where everyone can grow together. This process of construction goes through the selective process and building an organizational culture of strong values.

For this to happen, the ideal is to maintain the management by competencies - identifying the strengths and opportunities for improvement of the professionals - and

feedback, which allows to be always giving feedback on each action of the team members.

1. Practical tips on how to improve people management skills for your business
Practice the competency-based Performance Assessment - To do this, define what are the main competencies of your organization and specific areas, stipulate weights for more important competencies and carry out the evaluation periodically. See an example of our competency register. Performance evaluation worksheet.

2. Competency Performance Evaluation – Competencies Perform a rigorous (and transparent) - One of the worst things that can happen is you put a person inside your company that is not aligned with your values or what your company does on a day to day basis. So, be as sincere as possible regarding salary, working hours, possible overtime and pressure level. Do not be content to hire people more or less. Only hire people who are good! If you need help, look at our selective process worksheet.

5- Pillar: Training and development

Those who are left behind are left behind, and this applies not only to the management of the company as a whole, but also to the development of each employee. Training and the quest for development must be constant, starting jointly with the company and each of the workers.

1. the most important thing is to strike a balance where the company and the trader are satisfied with the outcome of the trade. That way everyone wins and they have the opportunity to grow together, in a partnership that has everything to succeed.

2. Practical tips on how to do training and development in people management for your company Identify most desired trainings - With a simple research among your employees you can identify what they would most like to learn or improve. Can be technical courses (about a software or how to tinker with an equipment or machine) or behavioral (negotiation for sellers or specific knowledge).

3. Conduct an ongoing training and development process - Knowing what is most important, it pays to organize trainings from time to time. To do this, use a training and development control worksheet. Remember that someone on your team («for free»), by a partner or even hiring a company to give in-company training, can do trainings.

-The role of personnel management in the organization's life.

After mention about definition of personal management and what is the basic pillar of personal management and the importance that play in organization we can now know which role that personal management take in organization life

-The role of personnel management in the life of the Organization's fundamental role is indispensable for its continued and its development, and is the role derives its existence from the overall objectives of the organization by considerations of the labor force is the pole and the lifeblood of all plans and projects and operations carried out by the Workers who are preparing plans and project design and implementation processes, and manage and occupy yet to be completed, investigators so the goals of the organization and without manpower material resources , equipment and raw materials remain also hang in the cupboards and warehouses or in the ground, and the labor force is doing all that , you need from me Fuel and driven and motivated and manages its affairs and develop its capabilities fairly and objectively, in order to give the best then, and these tasks are performed by the Department of Personnel comprehensive sense.

-The duties of organization in personal management

-Human Resources Development.

-Qualifying employees towards a company or work.

-Design and implement training and development programs and guide the performance of employees.

-Formation of efficient working groups.

-Design appropriate systems to accomplish each of the employees.

1. Compensation and Bonuses:

-Design wage and remuneration systems that ensure fairness for every job.

-Determine the nature of incentives, service programs and benefits for employees

[47, P 466-468].

- Provide information to management in building performance appraisal for employees.

2. Safety and health care:

- Design and implement security and occupational safety programs for workers in their work.

- Identify occupational safety requirements.

- Identify areas of assistance to workers when there is something that prevents or impedes their performance.

3. Labor Relations:

- Build an appropriate working atmosphere, including the morale of the employees.

- Design and construction of channels.

- Build a flexible relationship with employees' organizations.

1.2. Personnel management strategies

For the leading enterprise in personnel management, corresponding to the main goals and objectives of the enterprise as a whole is needed. A long-term plan of action to motivate employees. It is a very important point that relies on an effective HR strategy for a long time, making the sequence of management actions. It is inextricably linked to the development agenda.

This work plan should be staffed and large multidisciplinary companies have a differentiated personnel management strategy. Therefore, in one company there can be many variables.

Then develop a strategy, the company's needs of employees, management personnel address in order to do your own resources Along with this, the certification will help to identify employees and any staff development strategy aims to maximize the use of internal work resources, which will save money and mobilize the team.

When determining strategic development, whether expressing this in bonuses, promotions, alienation or teamwork is difficult In other words, the employee must clearly understand what effect has received praise or criticism from the authorities. In this case, you cannot be the only employee who motivates you.

One of its objectives is that the objectives of the management system must adhere to a unified vision for the development of the company. One of the moments. It does not evaluate and study graduate procedures in personnel management.

Company seeks to achieve greater profits than costs, do and introduce a new technical base the strategy must be understood and enlarged at each stage and designed for the perspective of the lack of a common idea leading to the destruction of the concept of projects

Modern models of personnel management strategy:

- Increased production and qualitative component of labor.
- Creation of a "more productive" staff qualification structure.
- Form an efficient and cohesive team.
- Employee Development.
- Motivation and motivation for action.
- Improving the organization of work.
- improved staff maintenance.
- Automate staff workflow, etc.

Type Modeling Personnel Management Systems strategy:

Organization staff is not only the number of employees in the production process, as that, the main objective of any model

Classical models of personnel management: authoritarian, democratic and liberal. These three types of models in pure form. Before providing a detailed description of these models, consider different types of management.

Manage goals on decentralized organization and guidelines your achievements in managing your affairs.

Management through motivation to choose an effective motivational. Popular motivational models: rational, self-realization model and property model.

Management framework to increase the level of job satisfaction, corporate leadership style, responsibility, initiative and self-reliance of employees.

Delegate - based management. Of course, decision-making and responsibility for actions and outcomes are clearly defined.

Participatory management means active participation in company affairs

Project management, in essence, - entrepreneurial activity Two separate blogs, characterized by different principles than construction.

Therefore, modern models of personnel management:

1. Technocratique (using technocratic techniques of management, carrying out execution, external control, and personal accreditation).
2. Economic (based on motivation, initiative and collective control).
3. Modern (most important for this model - creativity, commitment, leadership and partnership).

Each model of personnel management has its advantages and disadvantages; there is no ideal management model yet.

Type that use in personal management strategy:

The management system includes a large area of a set of organizational and administrative methods of management, the purpose of which is to organize the activities of employees and determine their rights and duties. From this category are:

1. Organize and stabilize to achieve contribution Establish relationships between individuals and collective (states, institution structure, organization of activities, etc.). Methods include regulation, regulation, and education.
2. The regulations aim at the operational management of employees (orders, orders, contracts and instructions) that reflect a measure of administrative influence.
3. Disciplinary methods ensure the stability of the organization and the responsibility of employees.

Staff requires executive discipline, that is, mandatory and qualitative implementation of orders and orders of managers. In order for staff to have high executive authority, staff must have high qualifications, experience and initiatives. Conversely, effective staff management means raising staff discipline by setting specific deadlines for performing assigned tasks, verifying staff activities, determining the personal responsibility of the specialist for the outcome, and setting incentives for qualitative (early) performance of the task.

An interesting set of psychosocial management methods. The goal of the president and his staff is to change personal and group attitudes and values with respect to the work activity, to increase the creative activity of employees, to harmonize relationships in the team or in a group of employees.

Social management includes forecasting (the goal is to define the terms of social development planning of the project), social planning (social development plan development), social codification (establishment of certain standards of staff conduct), social organization (maintaining social justice and the relationship between employees).

Psychological methods include employing small groups, humanizing work, recording personal psychological characteristics, career choice, and establishing psychologically appropriate relationships with subordinates.

The beginning leader should understand the grammar system of management methods is formed. There is a certain sequence. First, it is necessary to assess the situation with regard to staff and to analyze tasks in order to identify key areas of impact on the team. The second stage is the selection and justification of specific management methods. Third, it is necessary to create appropriate conditions for the application of management techniques.

Therefore, we conclude that the essence and methods of management methods are mandatory for the study of newly appointed managers, as well as those who have decided to start an independent career for a business man.

Factors affecting HR strategy:

The classic approach to creating any strategy there is always a comprehensive analysis of the external and internal environment. The country's labor market, salaries and social tension (if any), the presence or absence of crises of different caliber and form, the emergence or disappearance of competitors, the development of new technologies, and political processes - these and other external factors - must be taken into account in the most serious way. At the same time, internal factors cannot be ignored: the big question remains the factors that further affect the formation and implementation of strategies of staff management systems and that give us some factors

that influence and affecting human resources strategy . Internal factors are as follows [59] (fig. 1.4):

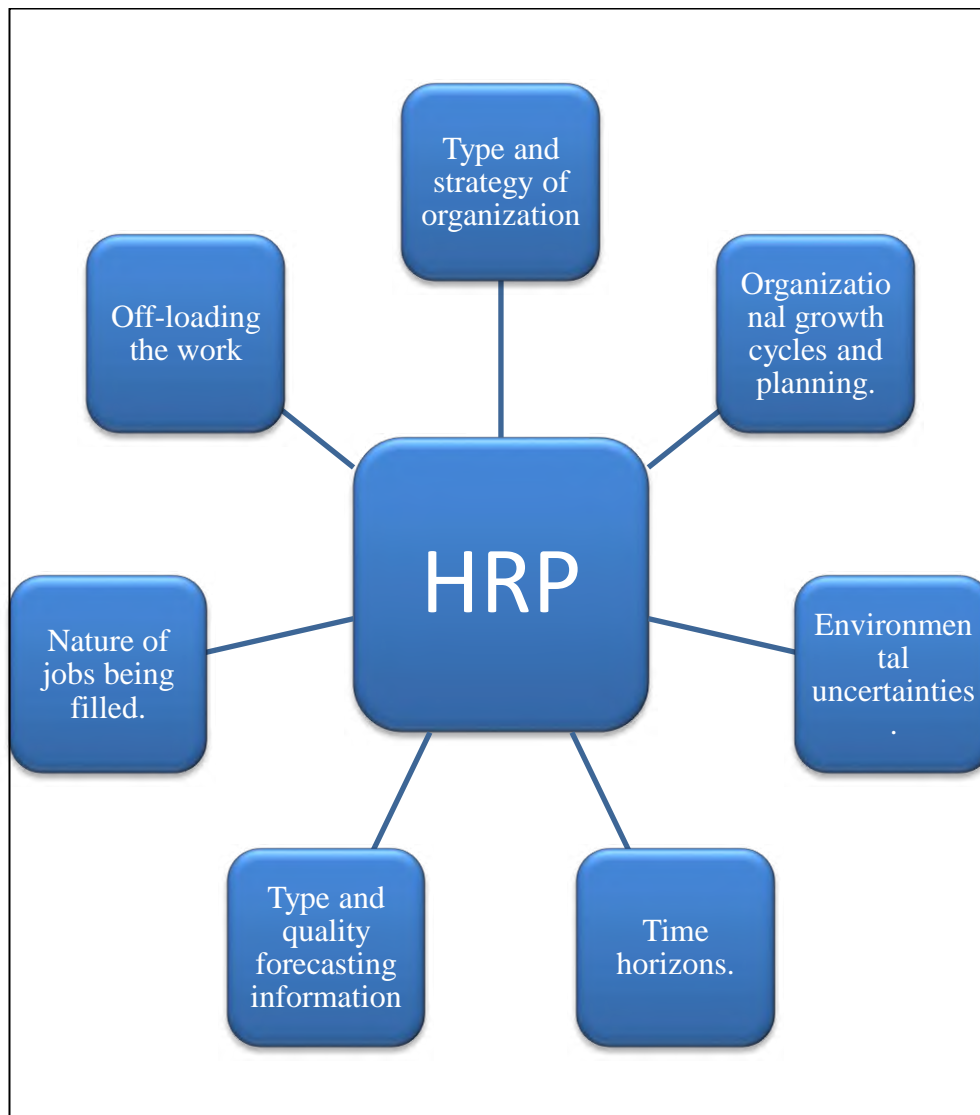


Fig. 1.4. The Factors affecting HR strategy [59]

Type of organization: The type of organization determines the production process and number and type of staff needed. Manufacturing organizations have a more complex structure compared to service organization. It is understood that the HRP differs according to the nature of the organization.

Strategy of organization: The human resource needs of an organization depend on the strategic plan adopted by it. For example, growth of the business calls for hiring of additional labor, while mergers will need a plan for layoffs.

Environmental Uncertainties: HR managers rarely have the privilege in a stable and predictable environment. Political, social and economic changes affect all organizations. Personnel planners deal with environmental uncertainties by carefully formulating recruitment, selection, and training and development policies and programmes. Balancing mechanisms are built into the HRM programme through succession planning, promotion channels, layoffs, and flextime, job sharing, retirement, VRS and other personnel related arrangements.

Time: Yet another major factor affecting personnel planning is the horizon. On one hand, there are short-term plans spanning six months to one year. On the other hand, there are long-term plans, which spread over three to twenty years. The exact time span, however, depends on the degree of certainty prevailing in an organization's environment. Plans for companies operating in an unstable environment, computers for example, must be for a short period. Plans for others where environment is stable, for example a university plans, may be long-term. In general, the greater the uncertainty, the shorter the plan's time horizon and vice versa.

Information: The type and quality of information used in making forecast is an important factor influencing Human Resource Planning. In the absence of a well-developed information mechanism Human Resource Planning is just impossible. Accurate and timely human resource information system helps in getting better quality personnel.

Nature of jobs being filled: Job vacancies are very common and arise due to promotions, retirements, termination of services, growth, expansion, etc. HRP is required to ensure that suitable candidates are recruited.

Off-loading: This implies giving part of the organizations work to outside parties. If an organization prefers off-loading to recruitment of more people. Human Resource Planning is not required.

1.3. International experience of enterprise personnel management system

After mention about the concept and definition and strategy and type personal management system and knows what is mean and what is the role of this system in the enterprise now that give one question what is the type of personal management around the world because every country has his own style and strategy to manage his employees in work time and in this part we will talk about international experience of enterprise personal management and we chose 2 countries they are the most reviles in many filed its Japan and USA but before we talk about personal management system in this two countries we first need to know what is the characteristics and attitudes of their works and how they performed in their enterprises.

-Workers Characteristics and Attitudes.

Although it is somewhat presumptuous to generalize about the characteristics and attitudes of millions of people, some rather basic and important differences between the Japanese and U.S. workers appear to exist [52, P 27-30].

First, the Japanese concept of self is very different from the American view. In Japan, each person is believed to possess a unique spirit, soul, mind and heart, but the self-concept is considered an impediment to growth. The Japanese establish identities that incorporate friends, relatives and coworkers in an open way to share feelings and improve on weaknesses. The workers relationship within the work group is very important psychologically. On the other hand, U.S. workers are for the most part individualist and strive to appear as macho and self-sufficient as possible.

The Japanese also have a very strong sense of nationalism and believe that they are superior to all other races. Although Americans also have a strong sense of national pride, there are many racial conflicts in the U.S. that reduce our ability to work together. The education systems in the two countries are also very different. While the Japanese have a very rigorous system through high school, it is possible for a student to graduate from high school in the U.S. without being able to read and write adequately. These differences may have serious implications for U.S. firms seeking entry level workers.

Perhaps the fact that the Japanese are all from a single race and have an entirely different concept of self explains why, at least to some extent, they appear to be more cooperative and willing to work together in teams. To maintain and strengthen work

group relationships, Japanese workers spend a considerable amount of time socializing after work. Japanese children wear uniforms to school and this is continued with company uniforms later in life. This willingness to dress alike and act alike is very different from the typical American who is taught to be competitive and engage in various political power plays to take credit for accomplishments and achieve star status.

Japanese workers also appear to have more respect for authority than their U.S. counterparts, as well as an entirely different attitude towards work. The Japanese apparently live to work and are willing to sacrifice their personal lives for the company. They are more tolerant of long hours and uncomfortable working conditions than U.S. workers, frequently work when they are sick and decline vacation time to avoid reducing productivity. One family service day per week seems to be adequate time for family matters. U.S. workers are more inclined to work to live, or for self-gratification, have less self-discipline and less tolerance for discomfort. In addition, American workers expect to spend more time with their families and obtain a variety of perquisites that have been won in hard fought management/union confrontations over the past several years. We do not mean to imply that these expectations are unreasonable, only that they are different from those of the typical Japanese worker [53, P57-66].

The Japanese also keep their cities and factories crime free and spotless, where trash, graffiti and cigarette butts are conspicuously absent. Each worker keeps his or her work station clean. Even taxi drivers wear white gloves and are rather unforgiving if a patron soils the cab. Crime rates in Japan are very low relative to the U.S. where cities and factories are notorious for crime and garbage [54, P22-25].

Japanese workers are also more loyal to their employers than U.S. workers and in many cases are essentially married to the company for a lifetime. American workers, on the other hand, tend to be loyal to themselves and sometimes their families and frequently use a company only to gain enough experience to move to a better paying position at another firm.

And for more explaining and shorter we makes a table that show the most differenced point and behavior between Japanese and USA workers in their enterprises [55, P6-14] (table 1.2):

Table 1.2

Table of Workers Characteristics and Attitudes

Characteristic	Workers Characteristics	Attitudes
Self-image	Belong to the group to show feeling and weakness	Individual hide feeling and weakness
Nationalism and image of race	Strong sense of nationalize based on single superior race	Strong sense of nationalism but many racial conflict
Education	Rigours system through the high school Team workers no starts	Relativity weak system in high school
Social corporation And teamwork	allowed individual is not important Substantial	Competitive try to be starts and the best few team work Minimal
Respect for authority Attitude	Live to work ,self-sacrifice, discipline	Work to live self-gratification little self-discipline
Attitude toward work	Everyone jobs to keep it calm respect other proprieties	A clean place of work ,less respect for others proprieties
Loyalty	Loyalty to the company	Loyal to self

Right now is finished to knows the attitude of Japanese and USA workers we can now understand why and which type of personal management they use for their employees in next part

The essence of Personnel Management is in its purpose, which is formed as the efficiency of the whole enterprise system and its subsystem "personnel management" based on optimizing the interaction of its elements, coordination and ordering productive activities of employees. Withstand adverse environmental factors and improve market position enable the development strategy of the company. In

this connection it is necessary to form the mechanism of strategic management of the personnel. Design and implementation of human resource strategies allows better usage of human resources within the framework of the enterprise. Personnel management as science affects the operation of real companies, becoming the property of people engaged in the management of production. Modern conditions of enterprises place totally new conditions to the human resource managers, implying higher intensity of their work, the ability to appreciate the time, have complex organizational and psychological qualities, provide a creative approach. In this connection improvement of quality content business managers on staff becomes particularly relevant [56, P 488].

In the US, their workers are selected according to criteria such as education, experience, psychological integrity, teamwork. American experience provides compliance office to management activities based on the mechanism of individual responsibility, individual performance assessment, Development of quantified goals that are short term in nature. Management decisions are usually taken by a specific person responsible for their implementation.

In Japan, the situation is just the opposite. First human abilities are learnt, then they are selected for the post. Also in Japan, workers are hired on a long career of promising job growth, wages are paid taking into account the age of the employee, his seniority, educational qualities and abilities. In this country there is no tradition of division into three categories of workers (skilled, semi-skilled and unskilled). All workers at the time of their employment are not qualified. They will definitely improve their skills. Moreover, there is no clear distinction between the technical staff and workers. In Japan, workers are hired for a lifetime job, and if they are fired, or if they quit their job, they have a difficulty finding job at another company. Japanese firms have no rigid classification of fixed rate wages each. Duties among people clearly are not distributed clearly. It is encouraged to perform various types of work at flexible interaction among workers depending on the situation. Earnings are based on an individual assessment of the employee on many criteria. Wage increases with seniority -one of the major components of the system. Other

criteria are reflecting the contribution of labor, success and diligence in education and training, teamwork and so on. Great importance is the evaluation of the direct supervisor. In Japan, wages are paid with consideration of seniority, marital status, etc., when an employee comes after college, he was paid a salary, when he married, the needs increase and wage increases. When a child is born, accordingly the salary increases. Education and training in Japan are usually carried out within the company. One of the important goals –developing different skills and abilities needed by a particular company. That workers can perform a wide range of manufacturing operations or they are qualified to solve many production and technical and administrative tasks, they should be familiar with all the production-technical system of the enterprise, the whole deal issued by technology. An important factor which is thought to improve the quality of HR is its motivation. Such means of motivation include:

encouraging exercise (recovery) for success in career and business service and professional advancement of personnel;

- 1) Implementing incentive service and professional growth;
- 2) Motivation to perform service and professional growth;
- 3) Advance to executive positions; increasing wages.

An important stimulate for qualitative work is career. In order to achieve it the following requirements should be met:

1. Analyzing the effectiveness of management of labor and career advancement of personnel.
2. Analyzing the effectiveness of the training program, retraining and reserving.
3. Analyzing the effectiveness of selection, placement and use of personnel
4. Analyzing the movement of personnel.
5. Analyzing the employment of the company potential and its divisions.

It will be useful to implement labor accounting, management reporting career, service and professional promotion and reserve personnel, accounting personnel promotion; monitoring performance of departments heads of business management career, monitoring the quality of teaching the proper usage of the

personnel. An important condition of the enterprise is to develop plans to meet the requirements for personnel, for research workers for their career, help to the workers to fulfil labor. The state in this aspect will develop HR strategies to achieve and to carry the following functions:

1 Development of a flexible labor market that should be aimed at job employment centers :

2 Protection of national interests in the export and import of labor,

3 Providing flexible wages in the enterprise for the purpose of appropriate strategic approach and so on. :

It is clear that a large number of ways increases the efficiency of HR management, each company chooses a path that depends on the specific activities and features already existing system of governance. The highest efficiency of administrative activity is reached in the case when they used a variety of purposes and methods of personnel management strategy that would build the best national and international experience

It is right to know the type of American personal management system and Japanese and we can noticed the different between this two system and we will show more about the difference and the common point between them in the following point [57,]:

-The deference

Cultural homogeneity: The overwhelming majority of employees of Japanese organizations are Japanese, creating solid and deep cultural harmony and facilitating the process of understanding, communication and thinking that is in a similar pattern, while American institutions such as its society are diverse cultures on ethnic or religious grounds. It creates an impediment to harmony and perfect harmony as a major advantage in the availability of different and diverse ways of thinking.

Influence of Culture in Leadership: The Japanese administration is influenced by its Confucian culture “à religion widely spread in the Far East”, where patriarchy plays an inspiring role that results in serious attention to the problems of the individual and the families of workers, in exchange for almost ignoring the overwhelming majority of

American business organizations and confining the relationship to the situation. Professional craftsman.

Recruitment: As a result of the first advantage, employment extends a lifetime in Japanese administration, while the nature of work in US organizations is short-term, and the turnover rate is high.

Decision-making: In the Japanese administration, managers are keen to create consensus and near-collective understanding, if not meetings when making a decision, and to create this consensus decision-making process is subject to a lot of meetings and discussions in the finest detail, to complete the matter in all aspects, so the decision is made Slow but collectively, accurately and rightly, very much in the US administration, as a result of the rapid pace of American life, and the high competition in which time is crucial, depends very much on the skill or experience of the lead manager, where the decision is semi-individual, and to overcome the errors associated with the procedures And no The influence of a culture of democracy and decentralization in American power grants and empowers those in the lower ranks to the front office, where it becomes quick.

The role of the individual in the organization: In Japanese institutions the individual is required to contribute effectively to all the working groups in which he works, but the recognition of his efforts and appreciation may fade and become worthless if the group fails, where the success of the group is a requirement for this appreciation, while in the US administration the efforts of the individual Recognition and recognition, even if the group fails to achieve its goals and success.

Professional and private life: The Japanese employee considers work or his career as the center of life, where many traditions and values join forces to support this positioning around work. On the other hand, the private life of the American employee is one of the most important personal privileges that are not allowed to enter the work, and does not receive any institution trying to do so, but is an infringement on his privacy and social networking with colleagues is not close after work.

this chapter to address the basic concepts of personnel management in terms of its definition, importance and general objectives and factors that led to its creation and

development of a branch in the public administration is becoming increasingly important to take care of human affairs in the work, and we dealt with their role in the life of the Organization as one of the organizational divisions with executive departments seeking to achieve the overall objectives of the organization, as we dealt with different strategy of the personal management system in Organization and rounded understanding that objective of using this strategy and which tools are using to make personal management strategy work feat the employees , as we dealt with the international experience of personal management system , and then we discussed about most two popular countries (Japan and USA) in administration system and what of type of personal management they use in their enterprises and difference between them in strategy and which method they use for their personal management strategy to achieve their objective and for what we mention we conclude the following conclusion :

-Personnel management can be defined as obtaining, using and maintaining a satisfied workforce. It is a significant part of management concerned with employees at work and with their relationship within the organization.

-Personal management strategy it is one of the function of human resources department in enterprise that use to discipline and help employees to develop their skills and potential and performance by provide and understand the needs of employees and create good environment in work to increase their productivity to achieve the objective of the enterprise

-Personal management is important in any enterprise around the world and which country has his own system of personal management in enterprise because it is depend of the characteristic and the attitude of the employees and Japanese is the best type of personal management system and useful for understand employees

MANAGEMENT SYSTEM AT LLC “MASTER AVIA”

2.1. Characteristics of business activities of LLC “Master Avia”.

"Master-Avia" - limited liability a commercial organization, established by agreement of at least two individuals or legal entities by pooling their contributions in order to implement joint economic activities.

In 2010, under the government program of Ukrainian aviation infrastructure investment competition was held, which was the winner of "Master-Avia". The company has signed a lease property the airport for 49 years.

Today the international airport "Kyiv" managed "Master-Avia" cooperates with more than 40 airlines performing flights to 140 cities in 48 countries. Every month there is about 2,500 flights a year served nearly 2 million passengers. Investments in airport amounted to more than \$ 50 million. USA. Created more than 10 thousand jobs [70, P1].

Basic information of "Master-Avia":

- Head - Levchenko Oleg Evgenievich.
- Address: c. Kyiv, Povitroflotsky prospect, 79.
- Telephone – 0443392001
- Legal status - limited liability companies.
- Authorized capital - 700 000 USD.
- Turnover - 100-500 mln. UAH.
- Average Number of employees – 497 employees.

Terminal (passenger terminal "A", "B" and «D», taking aircraft) are of "Master-Avia".

- Terminal A. Maintenance of international flights. Standsregistration1-18.
- Terminal D. Passenger service on arrival. Standsregistration1-12.
- Business Terminal B. Terminal.

Activities of classification of economic activities:

- Basic - services in the field of air transport.

Other activities:

- Efforts to ensure public order and safety
- Wholesale of solid, liquid and gaseous fuels and similar products;
- Warehousing and storage;
- Other supporting services for transportation;
- Rental and management of its own property.

The importance goal of the enterprise

Goals and objectives build upon the foundation set by the guiding principles.

The goals and objectives should be used to evaluate whether or not a planning concept would enable the airport to meet the following criteria:

Airfield – plan for a safe, operationally efficient airfield that meets standards.

1. Eliminate existing modifications to standards as soon as is practical and do not create conditions warranting additional modifications
2. Develop a pavement management program that identifies and promotes a cost-effective approach to maintaining existing airfield pavements in a good condition;
3. Consider the use of emerging technologies within the planning period to enhance the overall efficiency of the airfield complex;
4. Coordinate with pilots and local air traffic control to identify any airfield issues of concern and address those that can be done so in a practical manner.
5. Passenger terminal – provide plans that will help maintain a positive customer service experience throughout the entire terminal complex, from the entrance road and parking lots to the aircraft gate.
6. Maintain or improve the existing level of service throughout the planning horizon for the entrance roadway, parking lots, terminal curbside, ticketing lobby, security checkpoints and screening processes, departure hold rooms, baggage claim lobby, and rental car facilities;
7. Provide a complete suite of airport concessions that delight our passengers and generate revenue for the Airport;
8. Ensure that the capital investment strategy for the passenger terminal provides sufficient flexibility to enable the Airport to adapt to industry changes.

9. Sustainability – provide a plan that is fiscally and environmentally sustainable.
10. Ensure the development plan is fiscally responsible from both the capital and operational cost perspectives;
11. Wherever prudent, make use of existing facilities through renewal or modernization to meet future demand;
12. Wherever possible, provide plans that will diversify airport revenues and strengthen the financial position of the Airport;
13. Seek to improve the Airport’s competitive position in the region by reducing airline rates and charges;
14. Seek to minimize adverse environmental impacts of future development while reducing the impact of existing facilities
15. Social responsibility – provide a plan that meets the aviation needs of the region in a socially responsible manner.
16. Seek input and when practical address the concerns of stakeholders and users of the airport, all the while enhancing existing relationships with stakeholders and the wider community;
17. Provide a plan that is responsive to the needs of the community while preserving flexibility to make changes when conditions warrant.

-Analysis of organizational structure of the enterprise.

An organizational Master Avia structure is the framework around which an organization's operations are based on. In most cases, it is referred to as the “manual of operations” of an organization or a company, showing how it is formed and how it works or functions.

The company owns all necessary equipment and provides all services at highest level.

1. Aircraft de-icing. The company offers various types of de-icing fluids for the most effective protection of the surfaces of the aircraft and flight safety in all-weather condition

2. Preparation and handling of departing flights in accordance with all requirements of the airlines with the use of modern global automated system SITA, which provides and supports modern methods of working out all electronic ticket reservation systems working in IATA form and allows to perform online check-in, check-in of transfer passengers and their luggage to the destination point

3. Calculation of the AC alignment. This service includes: maintaining a database of operating aircrafts, calculation of AC alignment in automated mode.

-Cargo terminal of airport Kyiv

Cargo terminal of airport Kyiv is a new temporary storage of goods arriving and departing which could be served at airport.

Cargo terminal is served by the operator — LTD "Master-Avia". Also terminal performing handling of cargo which could be transported by foreign and domestic airlines, and proposed customs brokerage and storage services.

We will help you to solve the issues of transportation, storage and customs clearance, and will render professional advice on all related issues.

-Main activities:

- FEA outsourcing
- Customs clearance in Ukraine, the European Union, China and the Russian Federation
- Air cargo to / from Europe, Asia, America and Africa;
- Air travel within Ukraine
- Cargo transportation
- Cargo insurance
- Advice on all matters of foreign economic activity.

Cargo Terminal Facilities:

- Terminal handling and storage of general cargo, heavy cargo, weapons, drugs, valuable cargo.
- Transport services on the territory of Ukraine.
- Inform customers about the status of the cargo.
- Acceptance of the goods to the warehouse and delivery from the warehouse.

- Cargo terminal service "200".
- Storage before departure; loading on the vehicle and delivery to the aircraft.
- Loading in the plane and mooring.
- Ensuring safety and security measures in handling.

Handling special cargo:

- Perishable goods (day of departure / arrival).
- Live animals (day of departure / arrival).
- Formulation of transport documentation.
- Control (Scan to Rap scan) on air cargo security
- Additional services.

That offer a comprehensive service of your company in international trading for delivery customs clearance, storage, legal and financial clearance of your goods

-Zhuliany airport services:

1. Baggage warping.
2. Transfer.
3. VIP service.
4. Hotel.
5. Long term parking.
6. Air line ticket.

-Analysis of organizational structure of the enterprise.

An organizational Airport zhuliany and Master Avia structure is the framework around which an organization's operations are based on. In most cases, it is referred to as the “manual of operations” of an organization or a company, showing how it is formed and how it works or functions [70, P 5].

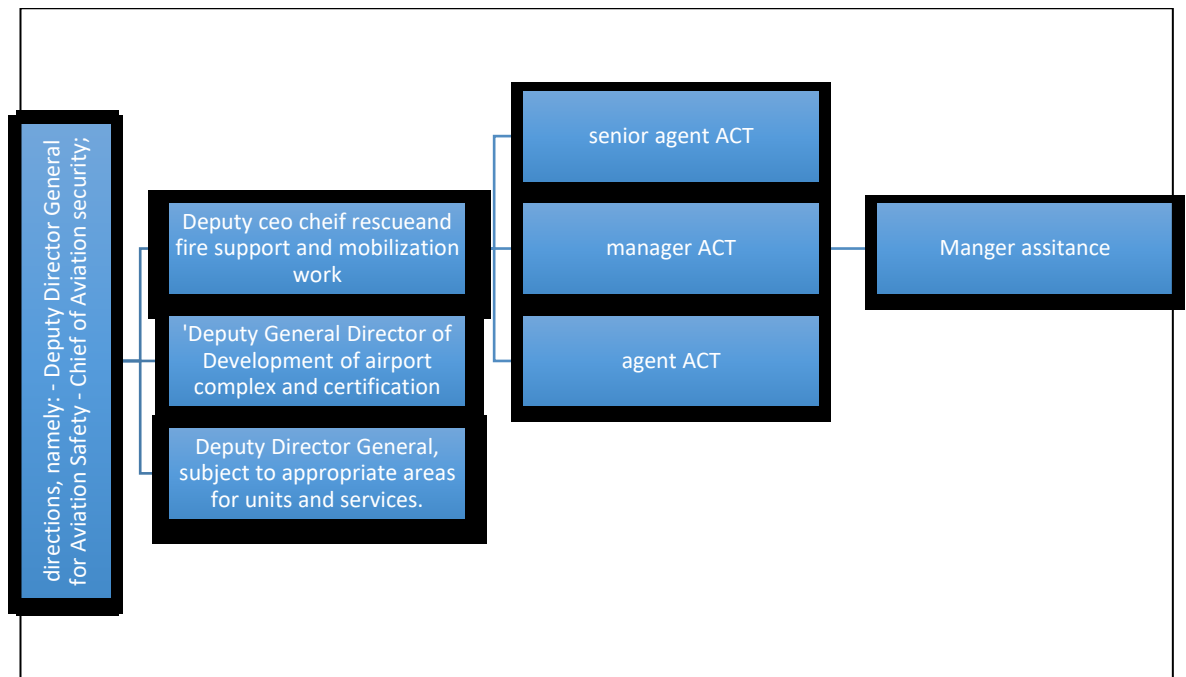


Fig 2.1. Structure of Master Avia organization

1. Directions, namely: - Deputy Director General for Aviation Safety - Chief of Aviation security.
2. Deputy General Director of Development of airport complex and certification.
3. Deputy CEO - Chief of rescue and fire support and mobilization work, and others.
4. Deputy Director General, subject to appropriate areas for units and services.
5. Senior agent.
6. Agent.
7. Manager.
8. Manager assistant.

After showing the structure of Master Avia enterprise and what is the type of function are applied in Master Avia and which employees are working on the field of aviation Master Avia and related to airport Zhuliany and that need it to know the structure of the airport (fig. 2.2).

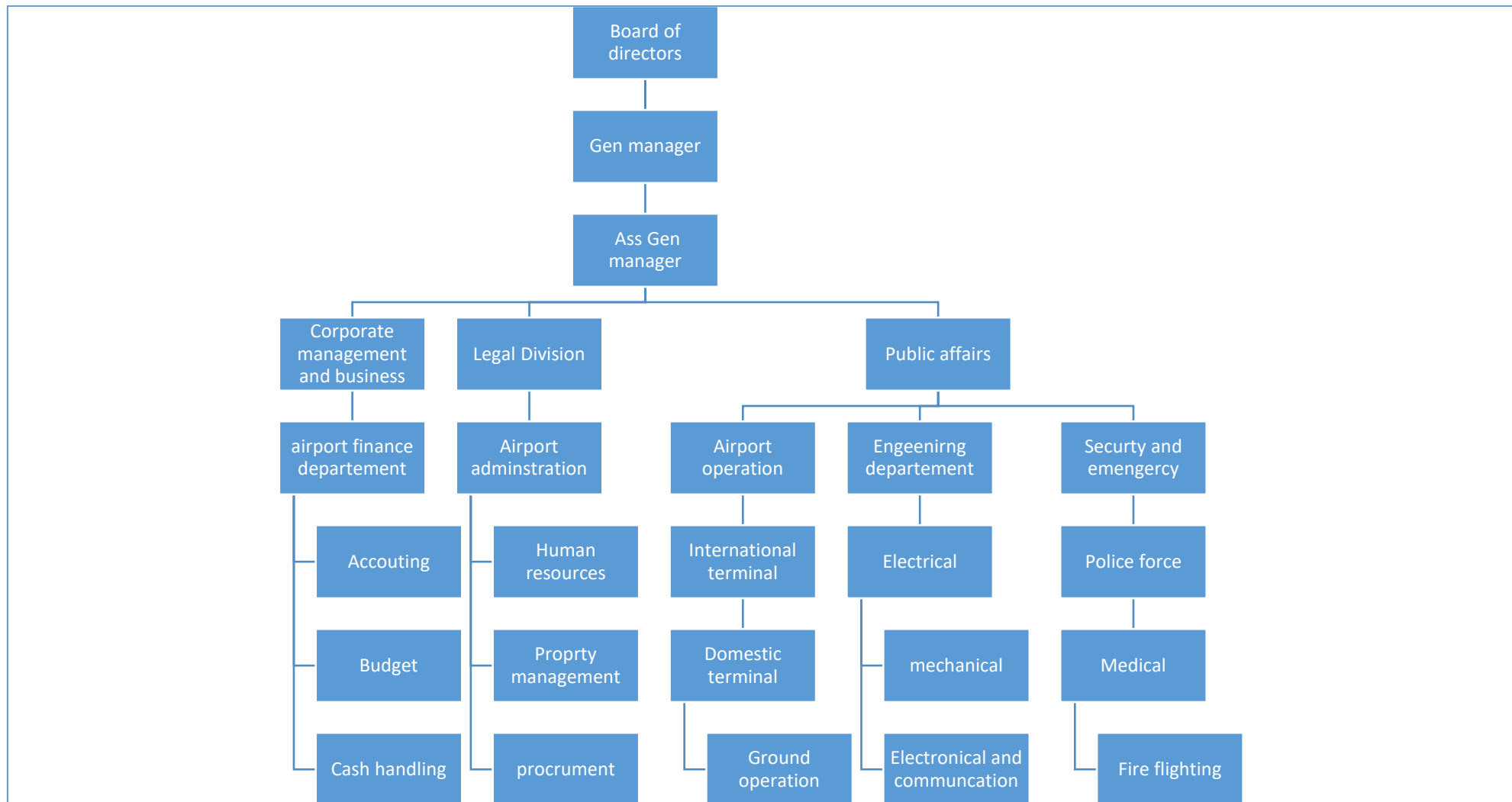


Fig 2.2. The structure of zhuliany airport in organization

The board of directors: key purpose is to ensure the company's prosperity by collectively directing the company's affairs, whilst meeting the appropriate interests of its shareholders and stakeholders.

General Manager: will include allocating budget resources, formulating policies, coordinating business operations, monitoring and motivating staff, managing operational costs, ensuring good customer service, improving administration processes, engaging with vendors, hiring and training employees

Assistant General Manager Responsibilities and Duties: Assist General Manager in managing daily company operations to ensure positive, safe and profitable working environment. Order, purchase and stock the merchandises in a timely manner. Implement quality and productivity objectives to achieve company goals.

Corporate management: The process of leading, administrating and directing a company. Business tasks often performed by corporate management might include strategic planning, as well as managing company resources and applying them toward attaining the company's objectives.

Financial department: trends and their impact on airport. The vital role is to meet the requirements and the demands for improving the facilities, capital expenses and budgets. The expected challenges are turned into the benefits of developing the organizational goals.

Accounting: is to provide financial information to the stakeholders of the business: management, investors and creditors. Accounting measures and summarizes the activities of the company and communicates the results to management and other interested parties.

Budgeting: in its general sense is the act of quantifying objectives in financial terms. Budgeting assists managers in decision making process in an organization. It is the function of the management accountant to provide information needed in budgeting process.

Functions of Cash Management: Cash management is concerned with the management of cash inflows, outflows and cash flows within the firm. It also includes

the matters relating to financing of deficit and investment of surplus cash so as to maintain optimum cash balance.

Legal Department: Legal departments within a business work to maintain and prevent any legal issues that arise. They play critical roles in reviewing and drafting contracts, employee policies, and handling court cases.

Public: relations encompasses a large area of communication activities that target specific audiences and create a positive opinion about a company or its activities. A public affairs department allows an organization to monitor external stakeholder relationships and activities related to policy development.

The airport manager: oversees all other employees and departments and manages the day-to-day operations as well as future airport planning. They may deal with many different issues, but they are primarily responsible for airport safety, regulations, and budget planning.

Human Resource: is a function of the company or organization which deals with concerns that are related to the staff of the company in terms of hiring, compensation, performance, safety, wellness, benefits, motivation and training.

Airports Properties Management: Selects, trains, prepares performance evaluations, and recommends disciplinary actions for subordinate staff. The Airports Properties Manager is a division head responsible for properties and managing all procedures and policies relating to property management functions Management

Procurement: involves the process of selecting vendors, establishing payment terms, strategic vetting, and selection, the negotiation of contracts and actual purchasing of goods. Procurement is concerned with acquiring (procuring) all of the goods, services, and work that is vital to an organization.

Airport processes: control and monitoring in the airport's different functional areas (operations, security, retail, services, etc.). Process re-engineering. Control and supervision services of airport activities/works concerning occupational health and safety, operational safety and quality matters.

The main role of an international terminal: is to move the flow of passengers and their baggage efficiently in order to meet the needs of airline operators.

Domestic terminal: is an airport that handles only domestic flights—flights within the same country. Domestic airports do not have customs and immigration facilities and so cannot handle flights to or from a foreign airport.

Ground handling: staff, are employees of airline companies or airports who load and unload baggage and freight, as well as perform various odd jobs to prepare planes for flight.

Engineering Department: is responsible for planning, analyzing and implementing system extension projects; planning, design, and construction of major facility replacements; capital improvement projects; continuing improvements to water system standards; and technical assistance to other departments and to outside.

Electrical department: Installation of services and equipment such as: power systems, lighting, fire protection, security and data-network systems. Keeping record of repair, replacement and alterations to the airport services and equipment

Mechanical department: Airport engineers research, design and oversee the construction, renovation and maintenance of airports. Airport engineers generally hold a bachelor's degree in civil, mechanical or structural engineering.

Electronic communications: engineers engage in research, design, development and testing of the electronic equipment used in various communications systems. It is due to electrical engineers that we enjoy such modern communication devices as cellular telephones, radios and television.

Airport security: serves several purposes: To protect the airport and country from any threatening events, to reassure the traveling public that they are safe and to protect the country and their people.

Airport police: Airport police units are a security police agency assigned to perform law enforcement functions at airports. They provide a wide range of law enforcement duties and responsibilities including patrol, investigation, traffic flow management, and control and response to airport emergencies.

Medical: services will consist of pre-employment evaluations, including drug testing and post-offer evaluations of physical function, and general surveillance the department of human resources structure in Zhuyliani include more than one

responsible and that showing in this structure how its work and who is working in that department [19, P 1] :

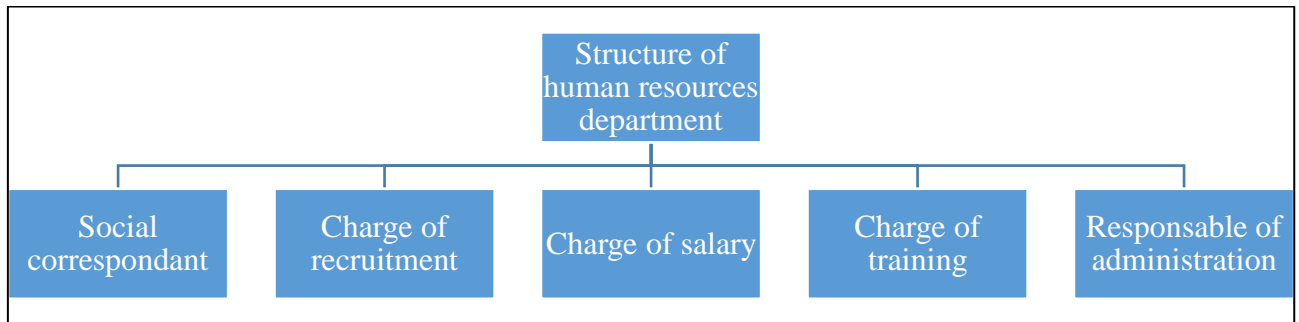


Fig 2.3. Stricture of the department of human resources in Zhuyliani

Social correspondent ensures a role of reception, information, listening, advice and assistance of the agents for all the social devices, in liaison with the services of the social action.

Main activities.

Information on the social devices, analysis of the needs of the agents and orientation towards the competent actors Follow up of the invitations to the obligatory five-year medical visits Social accompaniment of the agents pertaining to the services being reorganized Technical assistance of the service of the human resources Formation of the requests of ministerial social benefits...) Participation in the departmental council of social action and dissemination of its decisions Home and information of disabled agents in liaison with the doctor of prevention and the inspector hygiene and safety, and, if necessary, development of their workplace.

1. Charge of training: Designing an integrated training system, coordinating all training efforts of the company, preparing training programs outside the company and following up the internal ones, maintaining an integrated training plan at the level of departments and individuals, ensuring that the executive managers are doing their job.

2. Recruitment Manager: The Recruitment Manager aims to select a candidate whose profile is sought by the company in the opening of a job position, and is

responsible for identifying with the HR Director the functions of vacancies and studying the curriculum vitae of the candidates.

4. Correspondent social: Provides or supports and updates staff files (Ss card recovery card, stop work), data support from new recruits, monitoring and updating and good medical record keeping, outbound stakeholders (Reconciliation Commission).

5. Chargé administration: The study of the overall strategy of the institution to know its objectives, building a strategy of human resources management, which helps the institution to achieve the goals set, knowledge of the other sections aspirations of the Human Resources Department.

2.2. Analysis of the financial and economic condition of the enterprise

After the characteristics of business activities of LLC “Master Avia” And the relation between Master avia and airport zhuliany (Kiev-Ukraine) And the airport structure now we will show the financial and economic condition of the enterprise [71, p 1] (table 2.1).

Table 2.1

Financial result of Master avia (2015-2018)

Years	2015	2016	2017	2018
Indicators				
1	2	3	4	5
Income without VAT	87019660	128996795.21	148777089.93	147072904.95
Income from avtion services	72001684.54	110123156.62	125803602.42	130721699.72
Takeoff fee - landing of aircraft	51501604.25	83644545.09	95011554.54	102048381.41
Surcharge for the night	7528554 .20	9459519.91	13019263.80	15689450.29
Charges for over-parking of aircraft	7736642.25	13282342.55	13409452.54	9864993.06

1	2	3	4	5
Aircraft parking places	4413484.20	3196965.31	3464462.73	1922118.31
Provision of aircraft maintenance	407304.59	383935.67	560839.57	327617.94
Others (aircraft launch, heating, tug, aerodrome cleaning, crew test, aircraft security)	214049.05	164847.72	348029.14	860131.71
<i>Otheroperating income</i>	<i>15018022.09</i>	<i>18864638.59</i>	<i>22974369.51</i>	<i>16351205.23</i>
Utility compensation	9223976.10	9200126.69	11194004.15	7989587.75
Landtax compensation	1002998.64	1438689.74	2440020.60	464895.81
Rent of non-residential premises	3557319.38	5219531.04	5723721.66	4495311.38
Passes, escorts	348633.33	129885	231713.34	479342.50
Car Services	314525.81	2017619.04	2462581.74	2206455.21
Medical Services	379577.50	377750.00	462002.50	435725.00
Others (remuneration from aircraft refueling services, car parks, chemical treatment, infrastructure, lease space)	192911.33	436036.81	459472.52	279887.58
<i>Costs</i>	<i>2676128.78</i>	<i>4539999.73</i>	<i>3179840.89</i>	<i>2281196.26</i>
Ensuring the placement of aircraft on the platform	686219.41	2370957.48	2017744.73	1257161.97
Costs of transport services (rent)	1925869.37	1951080.00	722889.39	710479.24
Agency fee for aviation services	60000.00	60000.00	115191.30	45000.00
Rent (sublease) of non-residential premises	00	750012.50	112664.36	119181.78
Storage, reception and delivery of fuel and lubricants	00	72949.75	162788.92	119182.78
Others(laboratory analysis of fuel and lubricants, employee training,	1040.00	10000.00	66561.65	236803

In this table of financial result of Master avia from (2015-2018) can show us the the change of income and costs that happened during (2015-2018) and what is the resources and activity of income and costs and for that we can now analyses the financial report by using this index that showing in the following pages [21, P1] (fig. 2.4).

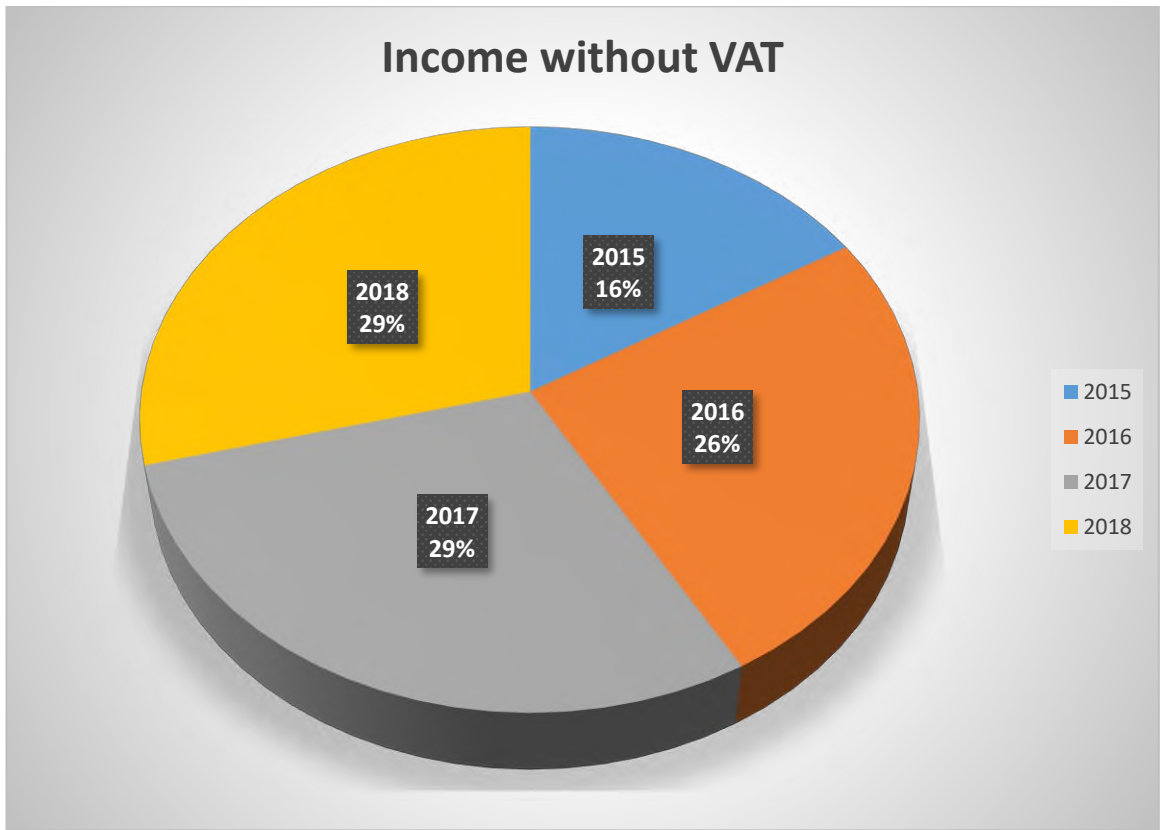


Fig 2.4. Income without VAT (2015-2018)

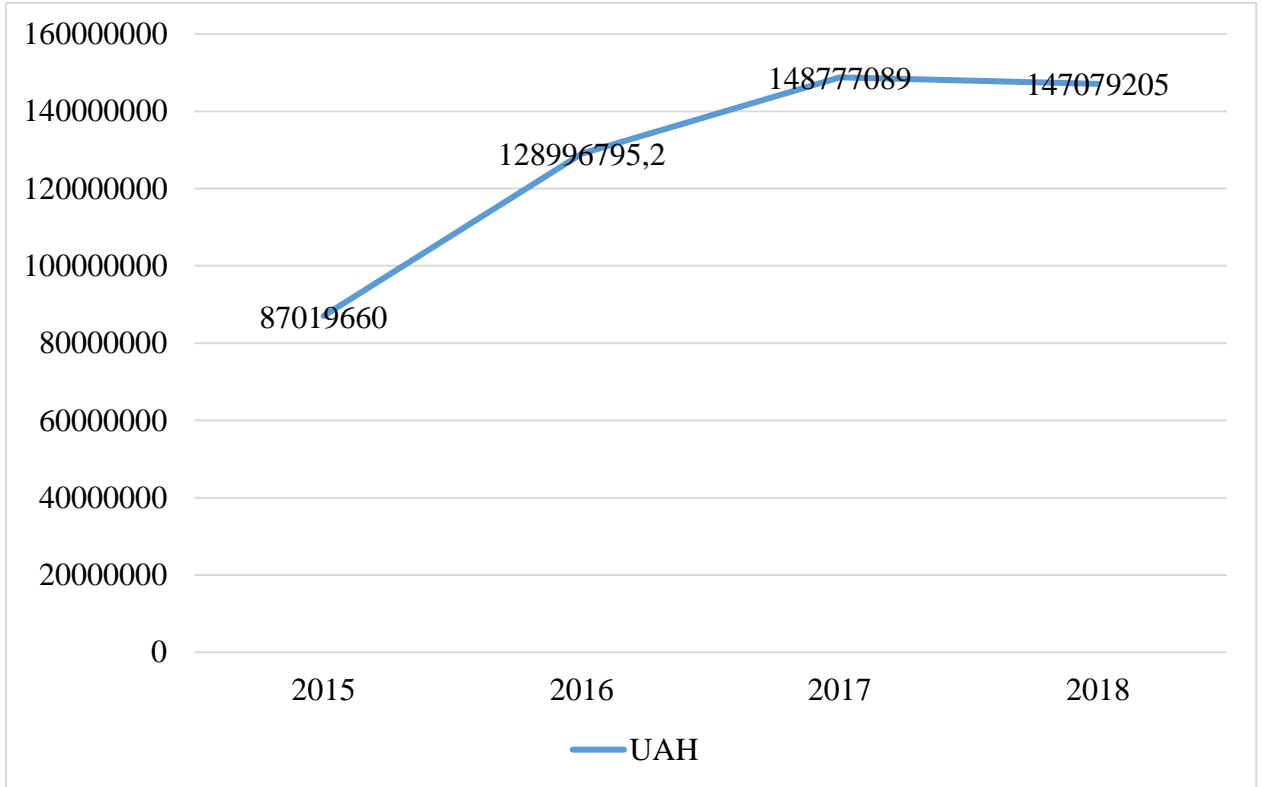


Fig 2.5. Graphic of Income without VAT (2015-2018)

During the period from June to September 2018 the Cabinet of the «Kyiv» (zhuliany) given to the provision or organization management setting to start the engine a total of 315.9 thousand. UAH with VAT.

Income without VAT it is mean income without taxes and in this figures that show the income without VAT was in (2015) 87019660 thousand UAH and its (16%) from the global amount of income without VAT during 2014 2017(511866459) and in (2016) its increase of profit (10%) and that's be 128996795, 2 thousand UAH, in (2017) it was little increase of profit by (4%) 148777089 when we compare with 2015 to 2016 in 2017-2018 the profit shrinking by(0,02%) 147079205 Uah.

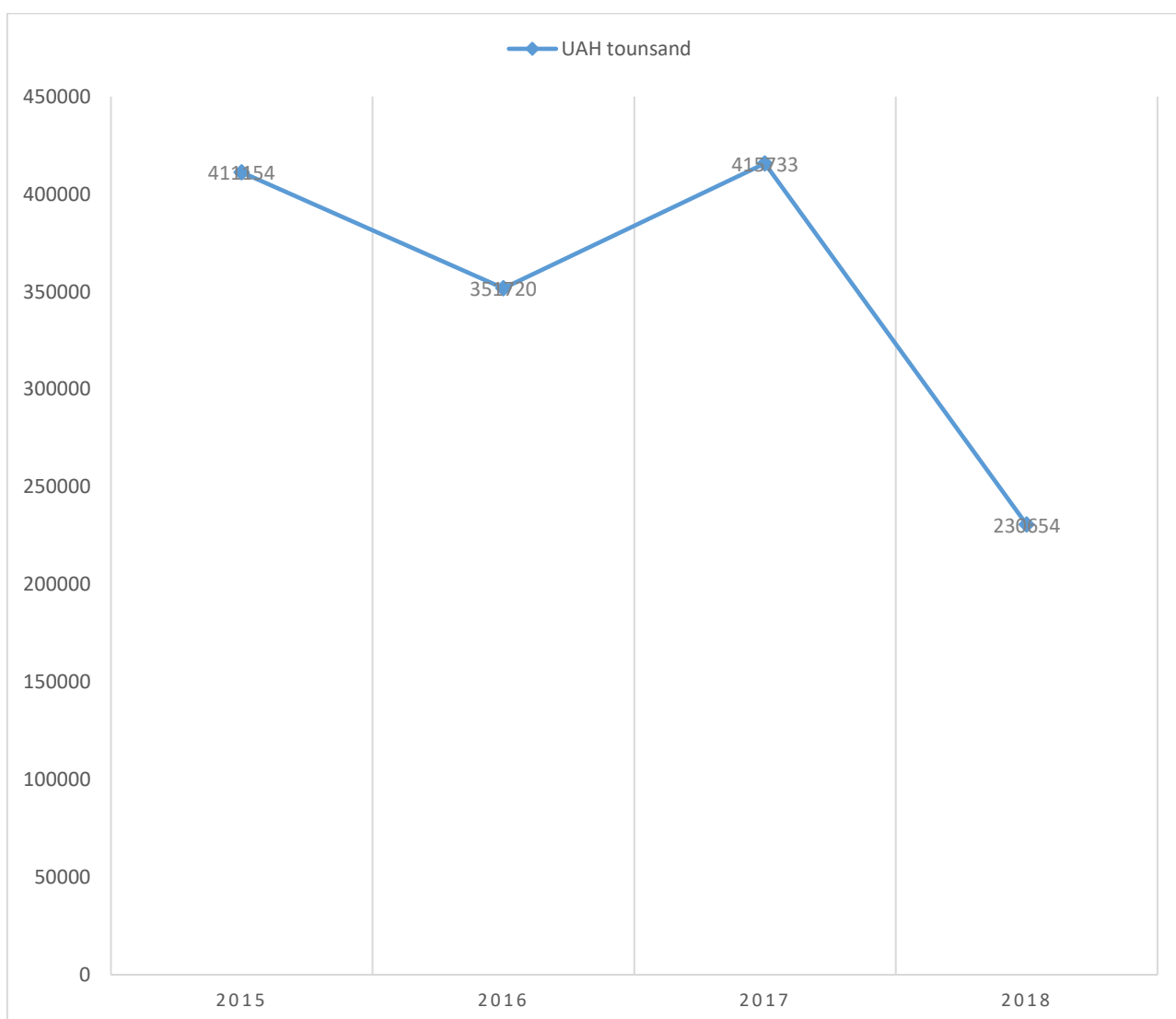


Fig 2.6. Graphic of Income from aviation activity (2015-2018)

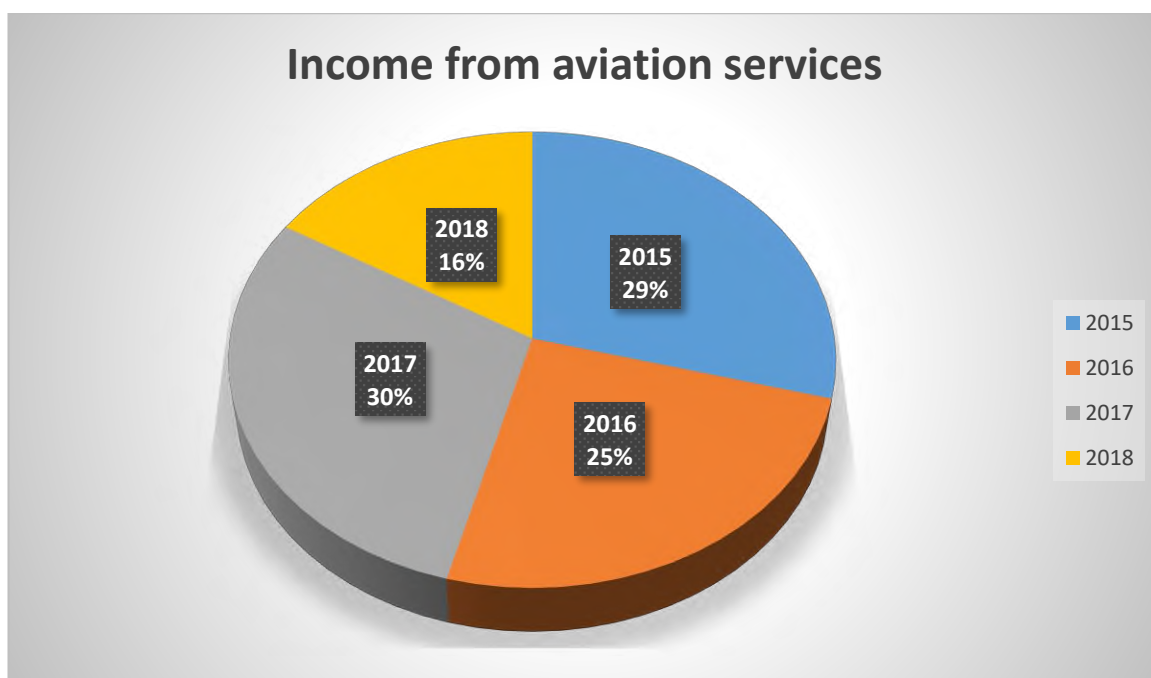


Fig 2.7. Income from aviation service (Master Avia)

Income from activity provide parking areas for aircraft-based PUD also receives from the LLC «Master-Avia» according to the Treaty Commission №298-2011. According to the audit report submitted to the commission on which emerging acceptance certificate for the provision of parking areas for aircraft-based KM of the «Kyiv» (Airport) received income from this type of activity totaling 14 092.61 thousand from [71, P3]:

1. Takeoff fee - landing of aircraft.
2. Surcharge for the night.
3. Charges for over-parking of aircraft.
4. Aircraft parking places.
5. Provision of aircraft maintenance.
6. Others (aircraft launch, heating, tug, aerodrome cleaning, crew test, aircraft security).

Namely: 2015 – 4 111.54 thousand (29%). UAH; 2016 – 3 517.20 thousand shrinking by (4%). UAH; 2017 – 4 157.33 thousand increase by (5%). UAH; 2018– 2 306.54 thousand. UAH. Shrinking by (14%).

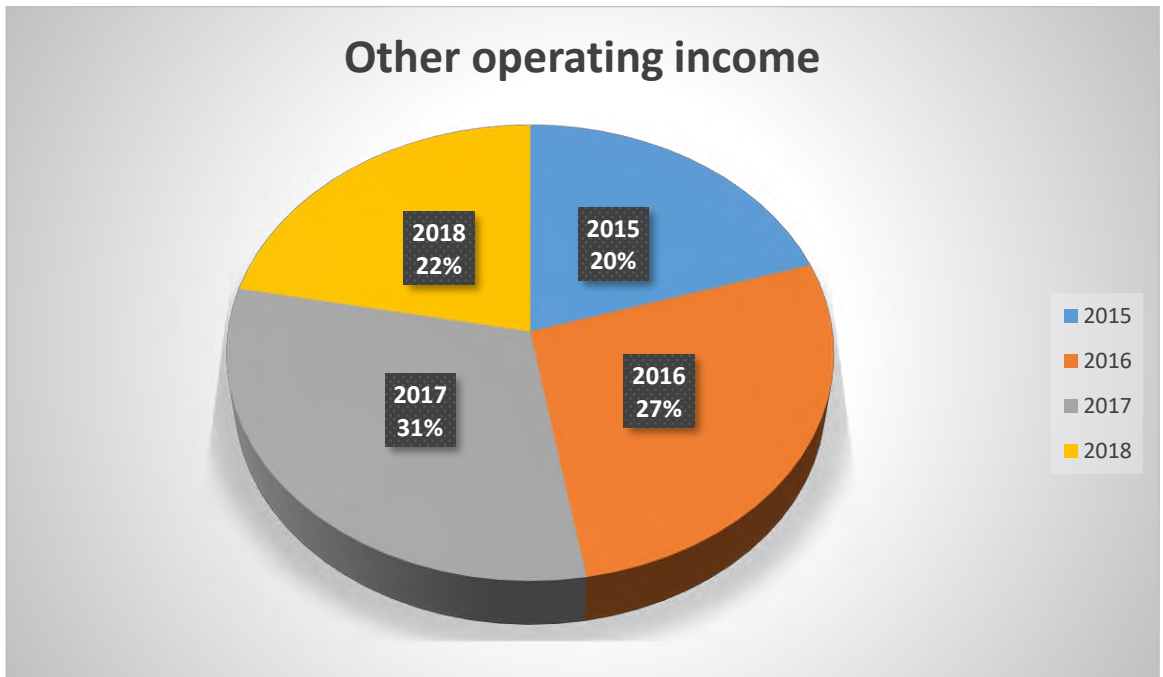


Fig 2.8. Other operating income of Master Avia during (2015-2018)

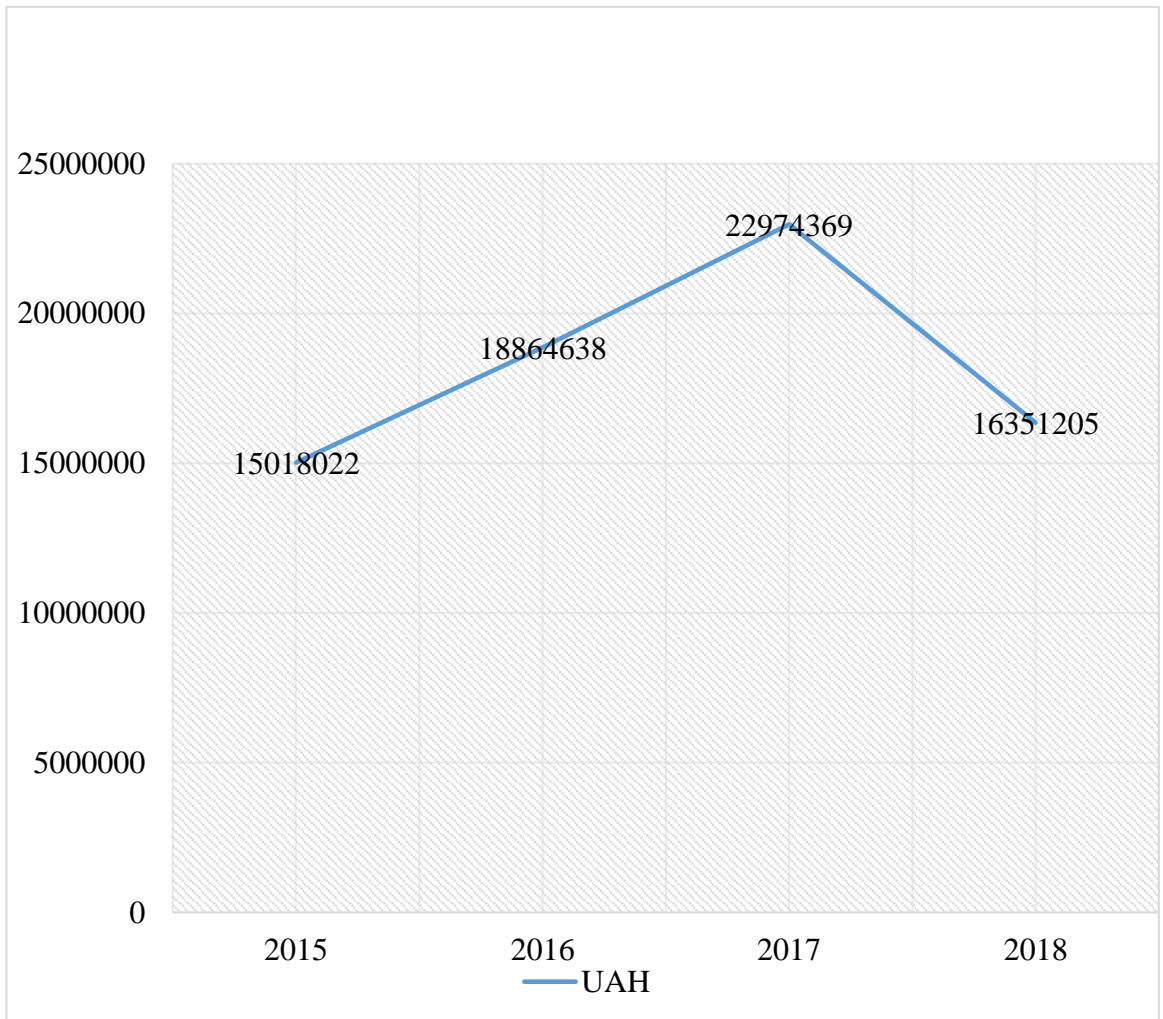


Fig 2.9: Graphic of Other operating income (2015-2018)

The second one of income with other operating in Master avia that showing in previous graphic it is changing during the years (2014-2017) and as we noticed income with other operating receive from [71, P6]:

1. Utility compensation.
2. Land tax compensation.
3. Rent of non-residential premises.
4. Passes, escorts.
5. Car Services.
6. Medical Services.

And it was in (2015) 15018022 UHA and its (20%) from the global amount of Other operating income 2014-2017 and in (2016) its increase of profit (7%) and that's be 18864638 UHA, in (2017) increase of profit by (4%) 22974369 when we compare with 2015 to 2016, in 2017-2018 the profit shrinking by(9%)16351205

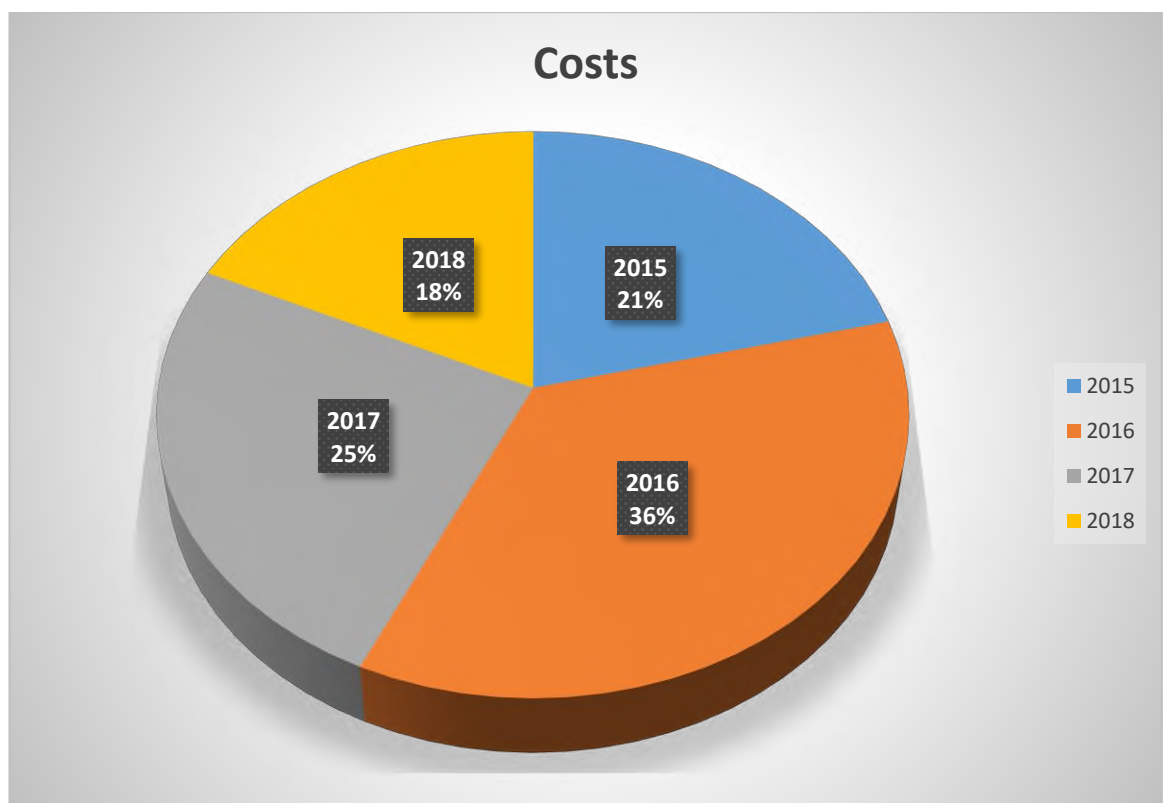


Fig 2.10. Costs of Master Avia (2015-2018)

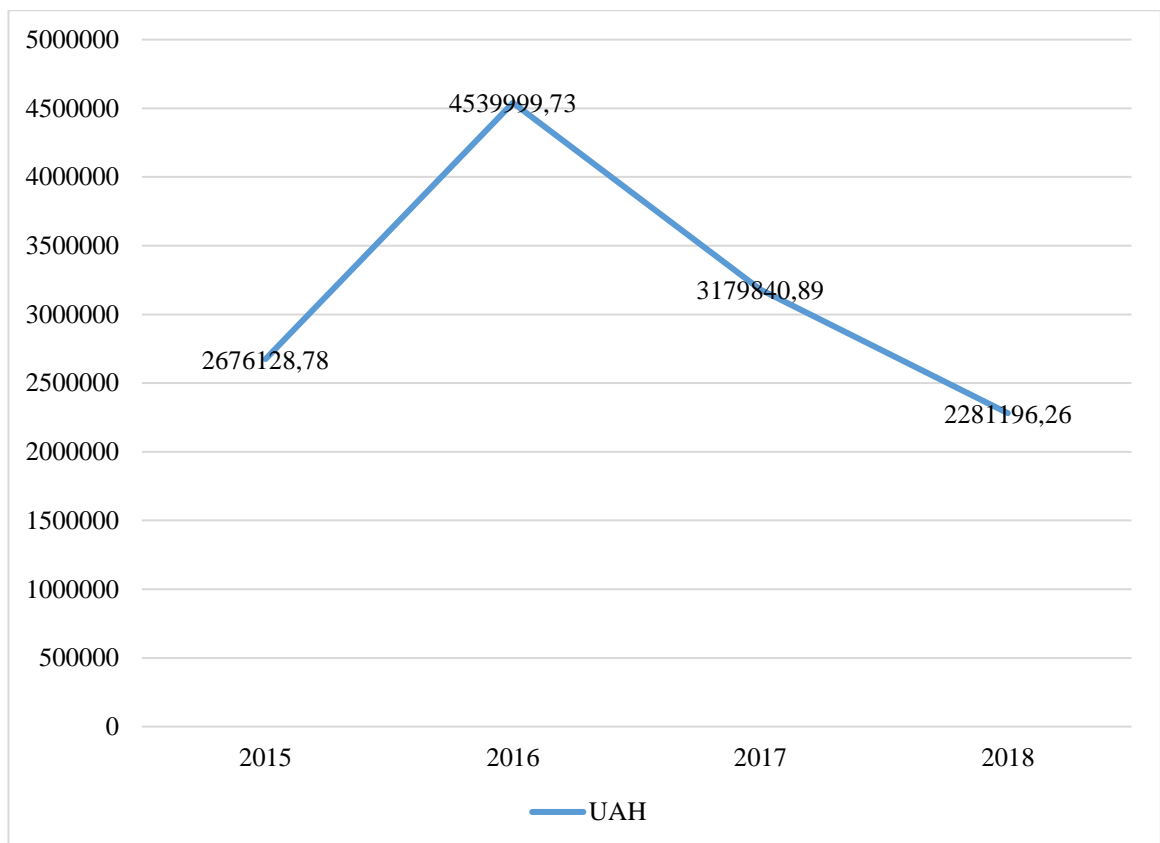


Fig 2.11. Graphic of Costs from Master Avia

As that mention before that about income resources and how much revenue receive the company Master avia During the years (2015-2018) now we move to the next financial result to know about how much the costs be in during of years of work (2015-2018):

As we noticed in graphic costs are basically come from:

1. Ensuring the placement of aircraft on the platform
2. Costs of transport services (rent)
3. Agency fee for aviation services
4. Rent (sublease) of non-residential premises
5. Storage, reception and delivery of fuel and lubricants
6. Others (laboratory analysis of fuel and lubricants, employee training, rent)

It was costs on during the year 2015 about (21%) by 2676128,78 UHA on costs increased on 2016 by (15%) 4539999,73 UHA, in 2017 the graphic show the cost huge shrinking by (10%) 3179840,89 and that follow also in 2018 by (7%) 2281196,26 Uah.

Traffic Statistics.

Kyiv" Airport is well established in the international aviation industry. It is a base to over 43 different airlines with regular flights to more than 140 cities in about 48 countries worldwide. Currently, there are about 2500 flights serviced by IEV monthly. On average, estimated number of passengers arriving at and departing from "Kyiv" airport exceeds 2 million annually [71, P7].

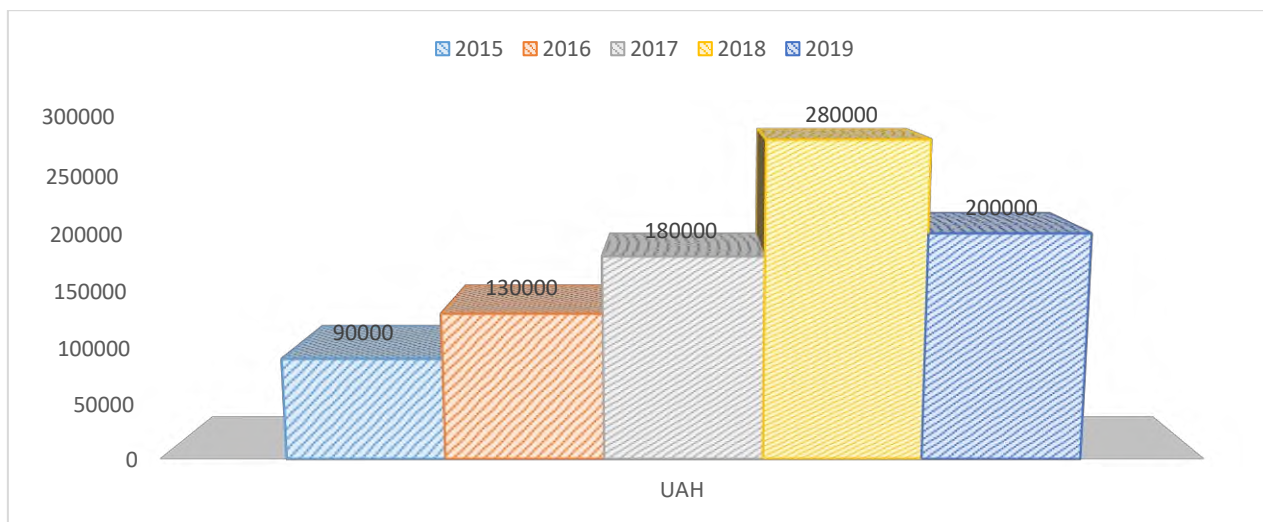


Fig 2.12: Traffic flow on yearly basis

For September 2019, Kiev International Airport named after Igor Sikorsky served 153.8 thousand passengers, which is 50% less than in September 2018. The number of passengers served on international flights is 151.4 thousand, on domestic flights - 2.4 thousand passengers.

The number of flights in September 2019 amounted to 1 601 for arrival and departure, which is 48.2% less than the same period in 2018, of which international flights - 1 344, domestic - 257.

For September 2018, the International Airport "Kiev» receive 307.5 thousand passengers served Igor Sikorsky, which is 30.6% more than in September 2017. The number of passengers served on international flights was 299.5 thousand, and on domestic flights - 80 thousand passengers.

For September 2017, the international airport kiev receive 1851700 passengers which is 47% more than September 2016.

On September 2016 the international airport Kiev receive 1, 127,500 passengers which is 5% more than September 2015.

On September 2015 the international airport kiev receive 944,305 passenger which is 27% less than September 2013[71, P3].

Table 2.2

Financial report Master avia (2019).

Article	Code of article	Report period	For the same period in pervious year
1	2	3	4
Net income from sales of products (goods and services)	2000	236171	178 815
Net earned premiums	2010	-	-
premiyidpysani, the gross amount transferred to reinsurance	2011	-	-
change in reserves for unearned premiums	2012	-	-
change reinsurers share premium reserve	2013	-	-
change reinsurers share premium reserve	2014	-	-
Cost of sales	2050	124959	89969
Net incurred losses and benefits	2070	-	-
Income	2090	1112111	88447
Loss	2095	-	-
Income (loss) from changes in long-term provisions	2105	-	-
Income (loss) from changes in other insurance reserves	2110	-	-
change in other insurance reserves	2111	-	-
Reinsurers share of change in other insurance reserves	2112	-	-
Other operating income	2120		
Other operating income	2121	56759	41418
income from changes in the value of assets that are measured at fair value	2122	-	-
income from initial recognition of biological assets	2123	-	-
Revenue from use of funds. From taxation	2130	-	-
Administrative expenses	2150	39046	33 274
The cost of sales	2180	-	-
Other operating expenses	2181	43662	35342
Expenses from changes in value of assets. measured at fair value	2182	-	-
costs from initial recognition of biological assets and Rural products	2183	-	-
Financial result from operating activities:	2190	85262	61649
Income	2195	-	-
Loss	2200	-	-

1	2	3	4
Income from equity	2220	-	36
Other financial income	2240	4391	6284
Financial expenses	2250	-	-
Losses from equity	2255	-	-
Other expenses	2270	(6)	(2)

The Structure of revenues Master Avia by 2019 that showing in following (fig. 2.13).

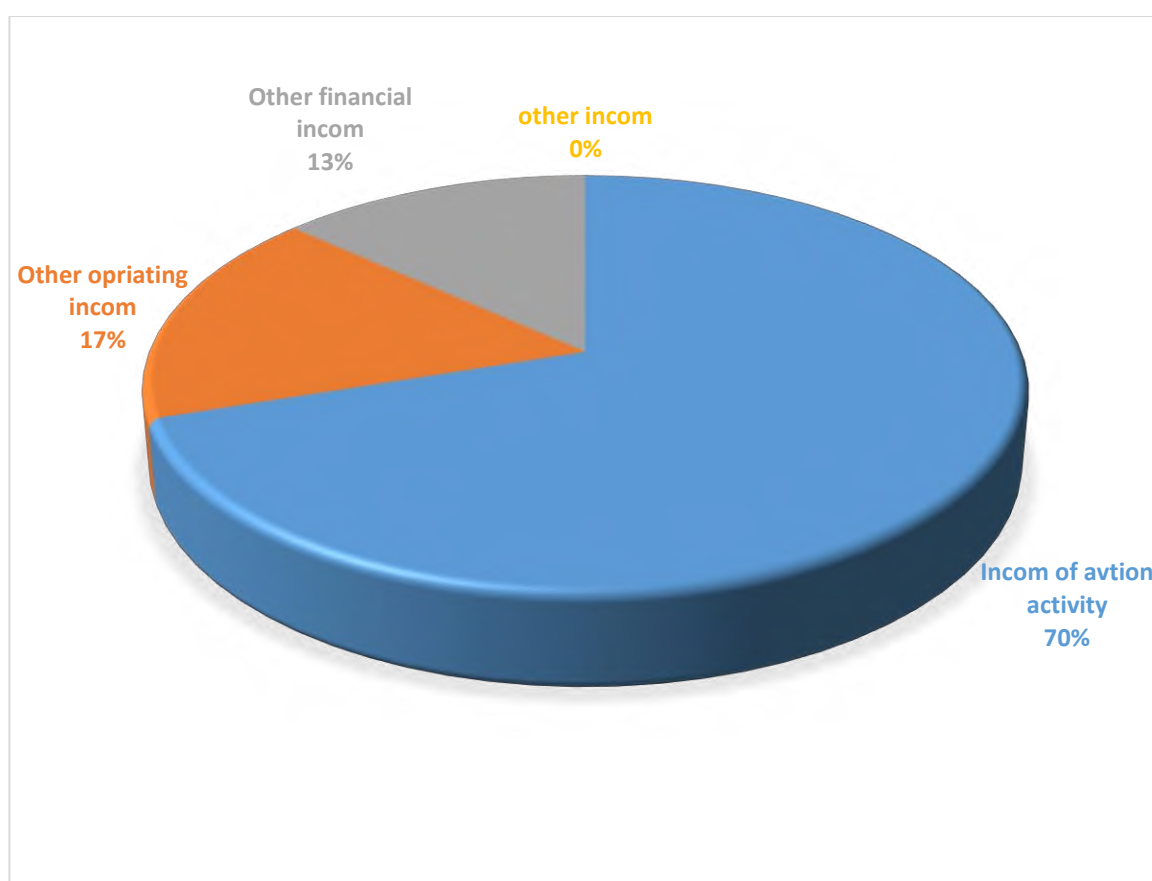


Fig 2.13. Revenues of Master Avia (2019)

In 2019 the CP of the Master Avia received 297,320 thousand. USD. Income. The results in 2019 compared to 2018 was an increase in income from the main (air) of 32%. The increase was due to charges represent 97% of general aviation revenue structure, which vary according to fluctuations in the dollar. The weighted average dollar exchange rate for 12 months. 2019 increased by approximately 2% compared to 12 months. 2019 and in December 2018 was 27.7891 USD. There was an increase in the number of flights by 31% and passenger traffic by 52%.

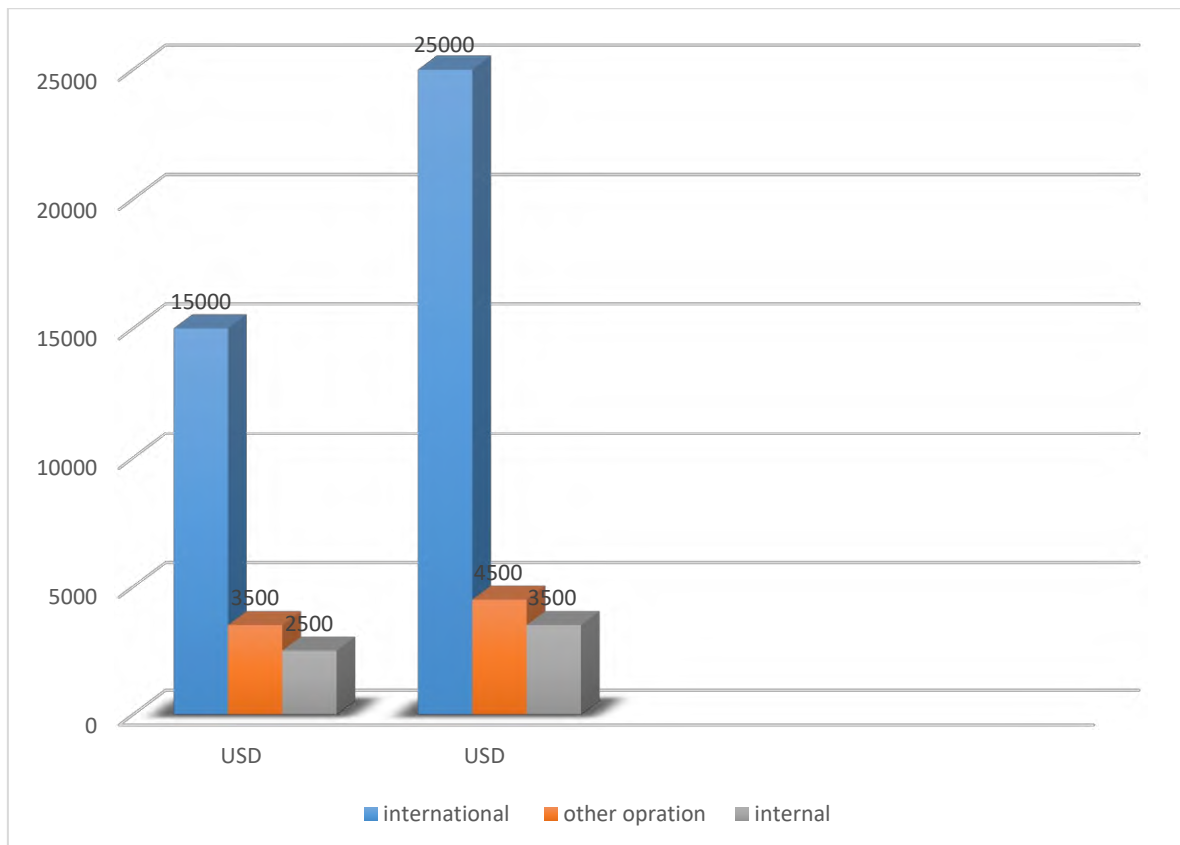


Fig 2.14. Graphic of results other operation (2019)

The results in 2019 compared to 2018. An increase operating income 37.0%.

2.3. Analysis of the personnel management system at Master Avia.

After this introduction and analysis the financial result of Master avia enterprise and knows the structure and characteristic of the enterprise and the duties and objectives now we move one to the third part the consider of personal management system in Master avia and this Master avia personal management system including the following points:

Administration commitments, undertake:

- The management should provide a healthy and safe working conditions.
- When hiring company to all employees to conduct training on safety.

-Repeated instructions to carry out the works with high-risk – 1 in every months.

For other works - 1 in every 6 months.

- Ensure issuance to employees of special clothing, footwear and other personal

-Protection according to the list approved by the CEO.

-At work, provide pollution, give free detergent established norms.

- Ensure issuance of dairy products to employees working with hazardous working conditions, in contact with toxic substances.

-Ensure the service with increased risk of occupational injuries first aid kit.

-Ensure limiting the employment of women in jobs with hazardous working conditions and prevention of women and minors in heavy work or work with dangerous conditions in accordance with applicable law.

-Due to the employment of workers on work in hazardous conditions work they are given additional leave in the "List of M92 and MI industries, workshops, professions and jobs, employment of workers in which entitlement to annual additional leave for work [25, P9-11].

-difficult working conditions and with the special nature of work "only on findings

-Job evaluation in accordance with the Resolution of the Cabinet of Ukraine 17.02.97r. M91290 and art. 7 of Ukraine.

-Provide periodic medical examinations, following which the mandatory for workers in hazardous and special conditions and in accordance with applicable legislation.

- Under the heading "social guarantees and conditions" Collective agreement administration.

Commitments, undertake:

-Take the necessary measures for the stable operation and development of the company.

-Take preventive measures against reduction or stop work activities Enterprises fault administration.

-Do not allow the emergence of wage arrears.

-Violation of legislation on wages perpetrators brought to disciplinary, moral, administrative and criminal liability under the law.

-An increase in salaries in the company, both in the accounting period, and in period in which the employee is stored average earnings or interim period disability leave in called "communication maternity salary for the time to improve adjusted for rate increases.

-Provide free transport to the funeral services for employees and burial close family members (father, mother, husband, wife, children), and retirees who came to companies retire and nowhere else worked.

-Once a year, employees of airport vehicles provide for household needs to pay costs.

-Give workers the airport and close members of their families (father, mother, husband, wife, and children) place at the recreation center pay for the cost.

-To improve the performance of production tasks, labor and productivity growth works that improve enterprise efficiency, performance contracting Obligations to other companies, customers and to social protection Municipal enterprise International Airport "Kyiv" (Juliani) the company operates Position of awarding employees with payroll.

Payment of bonuses to employees is made in the performance indicators:

-plan proceeds.

-plan to enterprise productivity.

in total for the previous year-on conditions:

-the availability of income.

-lack of reasonable complaints.

Training and development [72, P4]:

Aviation training courses:

1. Initial aviation security training.
2. Basic aviation security training for aviation security personnel.
3. Aviation security screeners training.
4. Aircraft security training.

5. Airport access control aviation security training.
6. Surveillance and patrolling aviation security training.
7. Aviation security training for Passenger handling personal.

After training completion and exam passing, student obtains the certificate approved by Ukrainian State Aviation Administration (fig. 2.15).

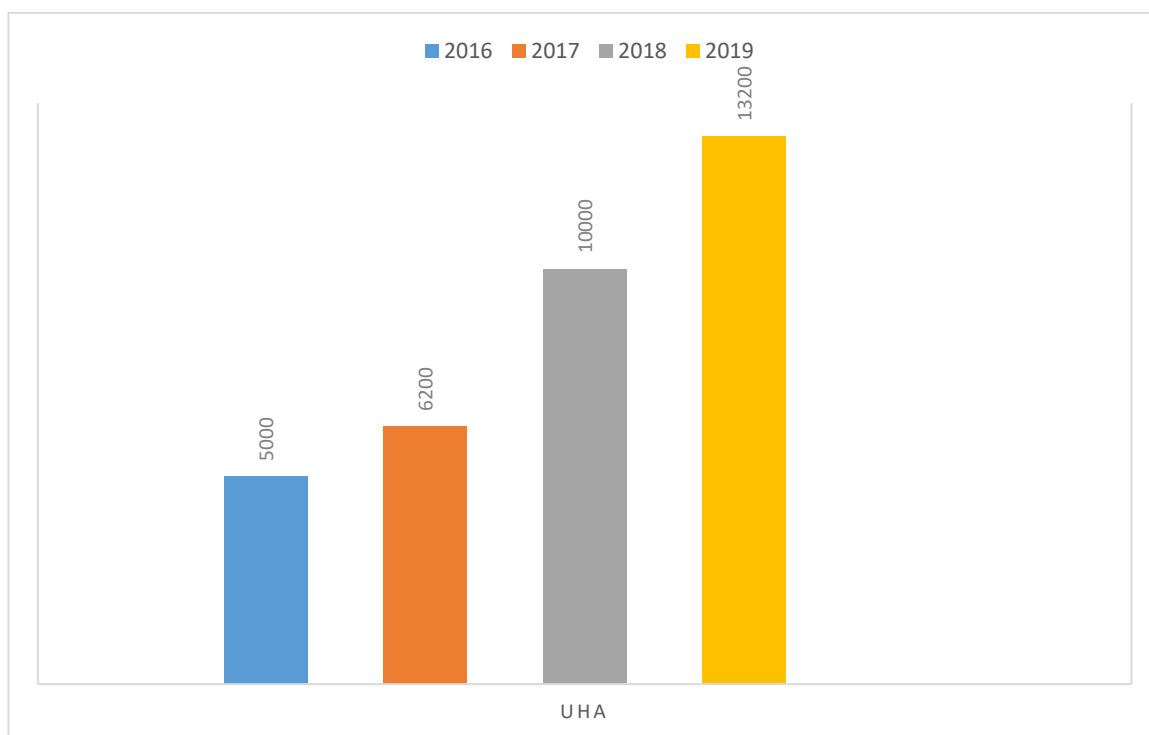


Fig 2.15. Average salary from (2016-2019) Master avia

Substantiate the theoretical and methodological foundations and the development of practical recommendations of personnel management in the aviation company

During practice in the company it was able to secure in practice the theoretical and practical knowledge regarding this division, material prepared for the implementation of the thesis, analyzed the enterprise and financial performance. During this period a number of questions arise, answers are given and Head of dispatchers. The theoretical part of practice was necessary in the practice, because it helped to remember the material accumulated during training and accumulate material needed for writing a thesis. The practical part - is an integral part of the theoretical part. And the combination of both parts is only necessary for a successful internship.

During the internship that done the following work:

- Studied the structure of management department
- Acquainted with the tasks and functions of the Master Avia company
- Acquainted with the system of professional duties and job descriptions specialist department
- Actively participated in the activities department and helped professionals
- Learned the basic documentation that ensures the functioning of the department.

And that conclude the following conclusion:

The Company “MASTER-AVIA” means:

1. Qualified certified professional
2. More than 50 units of advanced equipment and technology from the best international producers.
3. Conformity and compliance with all international requirements and procedures
4. Availability of required permits and certificates from government and international institutions on all ongoing activities
5. The use of an automated system .
6. The company owns all necessary equipment and provides all services at highest level.

Aircraft de-icing. The company offers various types of de-icing fluids for the most effective protection of the surfaces of the aircraft and flight safety in all weather conditions

Preparation and handling of departing flights in accordance with all requirements of the airlines with the use of modern global automated system SITA, which provides and supports modern methods of working out all electronic ticket reservation systems working in IATA form and allows to perform online check-in, check-in of transfer passengers and their luggage to the destination point

Calculation of the AC alignment. This service includes: maintaining a database of operating aircrafts, calculation of AC alignment in automated mode.

- Master financial being increasing and making profit year par year

-Personal management system in Master avia focus on safety of the employees and provide the equipment necessary to create easy environment to work.

PART 3. THE MAIN APPROACHES OF THE PERSONNEL MANAGEMENT SYSTEM AT “MASTER AVIA”

3.1. Introduction of a system of indicators of personnel certification

After we saw in this two parts that include concept in personal management and the system of personal management that use our enterprise Master avia we will start in this third part explain about indicators of personnel certification and what is the right definition that use [47, P 13].

-Key Performance Indicator (KPI) Definition:

-A Key Performance Indicator is a measurable value that demonstrates how effectively a company is achieving key business objectives. Organizations use KPIs at multiple levels to evaluate their success at reaching targets. High-level KPIs may focus on the overall performance of the business, while low-level KPIs may focus on processes in departments such as sales, marketing, HR, support and others.

-Oxford's Dictionary definition of KPI: A quantifiable measure used to evaluate the success of an organization, employee, etc. in meeting objectives for performance.

-Investopedia's definition of KPI: A set of quantifiable measures that a company uses to gauge its performance over time.

-Macmillan's Dictionary definition of KPI: A way of measuring the effectiveness of an organization and its progress towards achieving its goals

Now that we know KPI stands for key performance indicator it is only as valuable as the action it inspires. Too often, organizations blindly adopt industry-recognized KPIs and then wonder why that KPI doesn't reflect their own business and fails to affect any positive change. One of the most important, but often overlooked, aspects of KPIs is that they are a form of communication. As such, they abide by the same rules and best-practices as any other form of communication. Succinct, clear and relevant information is much more likely to be absorbed and acted upon.

In terms of developing a strategy for formulating KPIs, your team should start with the basics and understand what your organizational objectives are, how you plan on achieving them, and who can act on this information. This should be an iterative process that involves feedback from analysts, department heads and managers. As this fact finding mission unfolds, you will gain a better understanding of which business processes need to be measured with a KPI dashboard and with whom that information should be shared.

- define a KPI

Defining key performance indicators can be tricky business. The operative word in KPI is “key” because every KPI should be related to a specific business outcome with a performance measure. KPIs are often confused with business metrics. Although often used in the same spirit, KPIs need to be defined according to critical or core business objectives [47, P 8] (fig. 3.1).

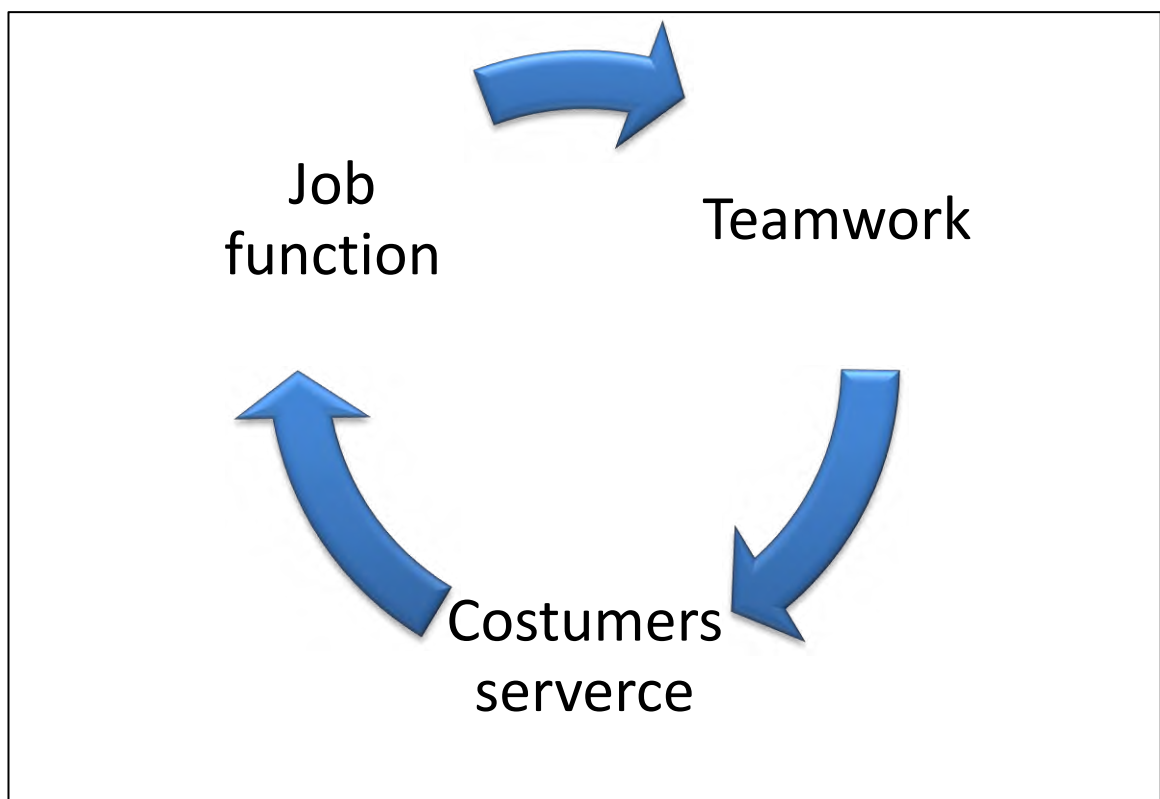


Fig 3.1. Key Performance Indicators for Employee Job

-Teamwork

Colleagues who work effectively together on group projects and initiatives are generally seen as strong and contributing team players. Examples of ways in which employees exhibit a strong sense of team commitment include:

1. Participating in group brainstorming.
2. Volunteering for roles on team projects.
3. Taking up the slack when necessary.
4. Sharing credit.
5. Supporting others' ideas and approaches.
6. Being willing to step into roles others don't want.

-Indications of poor teamwork, on the other hand, include:

1. An unwillingness to participate in group undertakings.
2. A poor attitude toward project objectives or approaches.
3. Lack of participation.
4. Efforts to undermine group work.
5. An unwillingness to share credit and a propensity to place blame or shift responsibility.

-Customer Service

Regardless of the role you play, you are directly or indirectly serving your customer base through your position. Your employer will assess you in critical performance areas related to customer care, including:

1. Polite, professional interactions with customers.
2. Ensuring problems are handled rather than being passed off
3. Offering solutions or options to resolve customer complaints.
4. Timely responsiveness to customer needs.
5. Good representation of the company.

Poor customer service skills you might be called out for include:

1. Slow reaction time to customer issues.
2. Failure to offer solutions.
3. Poor show of empathy or understanding.

4. Unwillingness to deal professionally with customers or displays of anger or frustration in handling problems.

- Job Functions

Key performance indicators related directly to your specific job functions will be appraised during an evaluation, but this particular area will vary based on your role and responsibilities. Key performance indicators might include:

1. Timeliness
2. Attention to detail.
3. Creativity and innovation.
4. Good time management.
5. Ability to perform in all key areas of role.
6. Consistency
7. Initiative

-Categorization of indicators:

Key performance indicators define a set of values against which to measure. These raw sets of values, which can be fed to systems that aggregate the data, are called indicators. There are two categories of measurements for KPIs. [31, P2]

Quantitative facts without distortion from personal feelings, prejudices, or interpretations presented with a specific value - objective- preferably numeric measured against a standard.

Qualitative values based on or influenced by personal feelings, tastes, or opinions and presented as any numeric or textual value that represents an interpretation of these elements.

An 'indicator' can only measure what 'has' happened, in the past tense, so the only type of measurement is descriptive or lagging. Any KPI that attempts to measure something in a future state as predictive, diagnostic or prescriptive is no longer an 'indicator' it is a 'prognosticator' - at this point it is analytics (possibly based on a KPI).

Points of measurement

Performance focuses on measuring a particular element of an activity. An activity can have four elements: input, output, control, and mechanism. At a minimum, an activity is required to have at least an input and an output. Something goes into the activity as an input; the activity transforms the input by making a change to its state; and the activity produces an output. An activity can also have enabling mechanisms that are typically separated into human and system mechanisms. It can also be constrained in some way by a control. Lastly, its actions can have a temporal construct of time.

1. Input indicates the inputs required of an activity to produce an output.
2. Output captures the outcome or results of an activity or group of activities.
3. Activity indicates the transformation produced by an activity (i.e., some form of work).
4. Mechanism is something that enables an activity to work (a performer), either human or system.
5. Control is an object that controls the activity's production through compliance.
6. Time indicates a temporal element of the activity.

Identifying indicators of organization

Performance indicators differ from business drivers and aims (or goals). A school might consider the failure rate of its students as a key performance indicator which might help the school understand its position in the educational community, whereas a business might consider the percentage of income from returning customers as a potential KPI.

The key stages in identifying KPIs are:

1. Having a pre-defined business process (BP).
2. Having requirements for the BPs.
3. Having a quantitative/qualitative measurement of the results and comparison with set goals.
4. Investigating variances and tweaking processes or resources to achieve short-term goals.

Key performance indicators (KPIs) are ways to periodically assess the performances of organizations, business units, and their division, departments and employees. Accordingly, KPIs are most commonly defined in a way that is understandable, meaningful, and measurable. They are rarely defined in such a way such that their fulfillment would be hampered by factors seen as non-controllable by the organizations or individuals responsible. Such KPIs are usually ignored by organizations.[citation needed]

KPIs should follow the SMART criteria. This means the measure has a Specific purpose for the business, it is Measurable to really get a value of the KPI, the defined norms have to be Achievable, the improvement of a KPI has to be Relevant to the success of the organization, and finally it must be Time phased, which means the value or outcomes are shown for a predefined and relevant period

3.2. Development of proposals for a personnel management system on LLC “Master Avia” based on the KPI system

According to our opinion, the main success factors in the solution to the problem of the cadre manager in the “Master Avia” may become:

1. Development and implementation of the “Program of the inventory management of the Master Avia.
2. The constant improvement of personnel work in the airport.
3. Care of the manual on increasing the level of qualification of their employees.
4. The combination of effective training of the personnel, increase of qualification and motivation for the development of job opportunities.
5. A clear system of managing the funds allocated for the training and improvement of qualifications, the ease of work, the payment of wages.
6. Recognition of the value of the human factor as an element of competitiveness of the airport.

7. Formation of a positive moral-psychological climate in the collective, which will ensure the maximum full use of the integral.
8. The creation of conditions at the airport to reduce the number of dismissed.
9. A well-thought-out social policy, in which an important role is played by material stimulation of the staff, programs for improving the conditions of work, rest, and refreshment.
10. Establishment of a complex of events for the creation of highly productive teams.

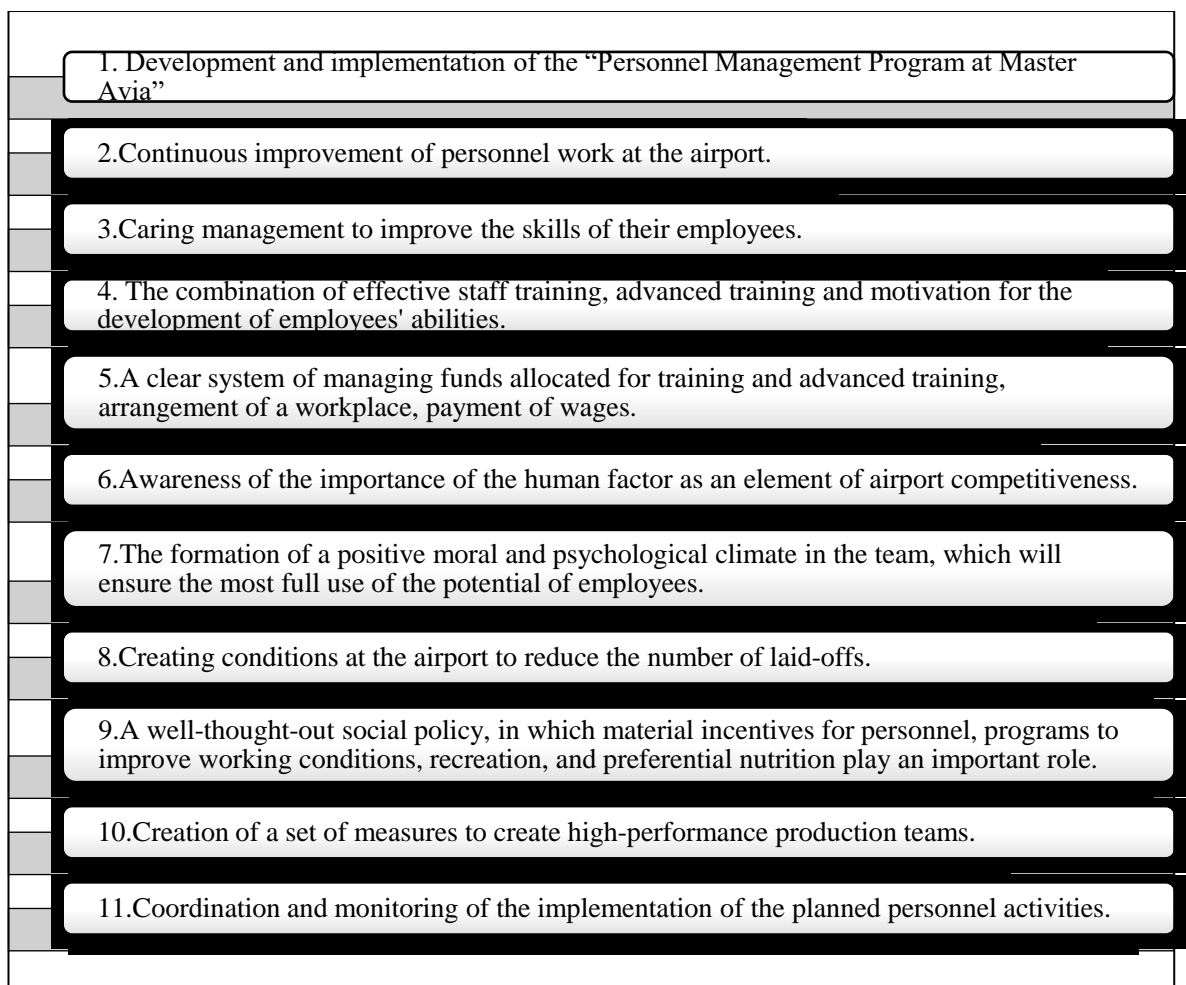


Fig. 3.2. Organized activities on the basis of the management of the "Master Avia" in zhuliany international airport

In order to improve the system of the automotive management system, we will develop the program for the automotive management system of Master Avia.

The program is operated on the perfection of the control system of the personnel, in accordance with the methodology of motivation of employees on Achievement of goals on the basis of KPI and level, which determines the principles of formation and calculation of motivation of the fixed wage on the basis of grading and the variable part - on the basis of KPI. The Structure of the formation of indicators KPI is presented in Fig. 3.3.

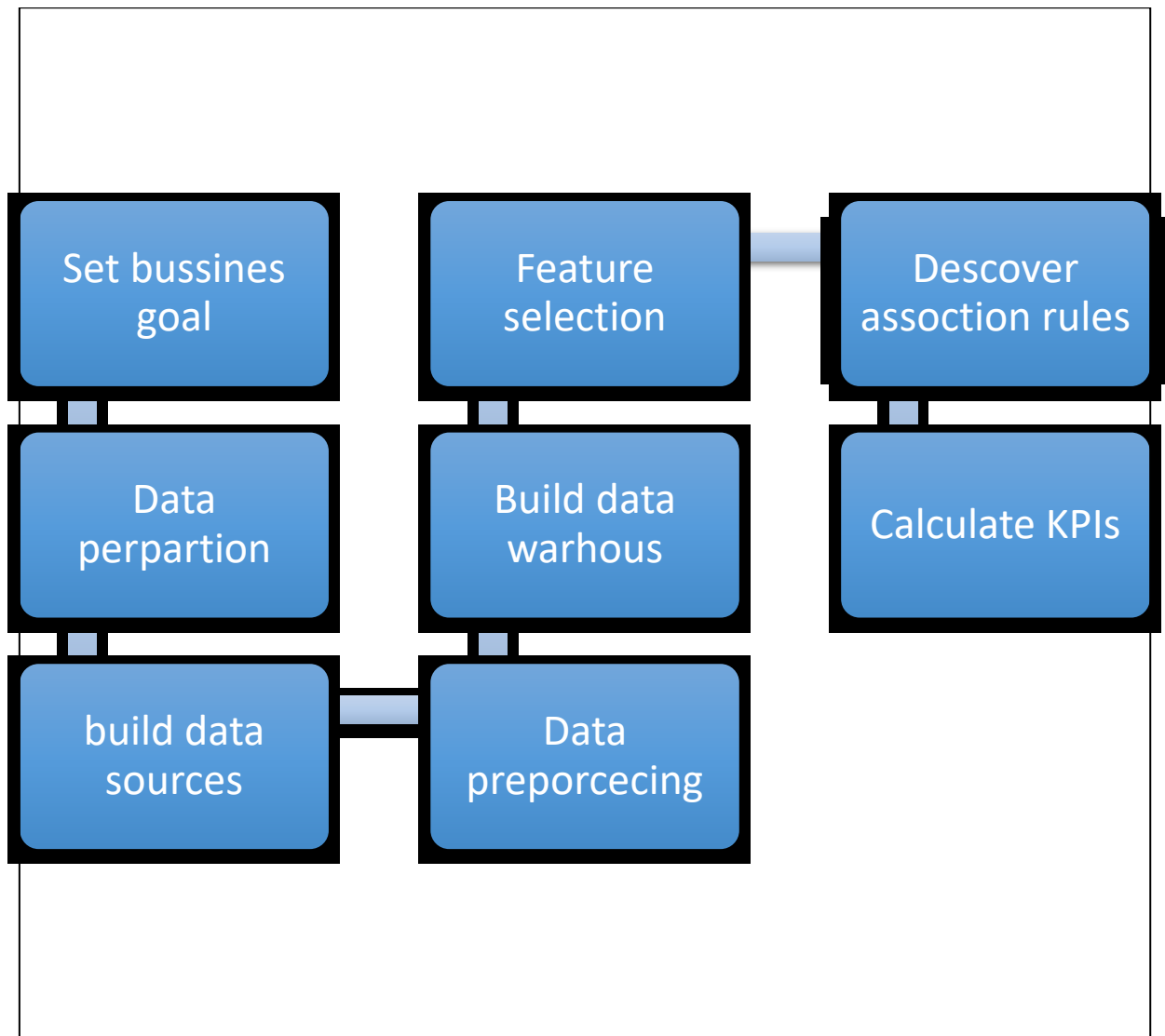


Fig 3.3. Structure of the formation of indicators KPI

Any changes in the system of managing the organization, including the formation and development of the KPI system, should be started from the front of the system, which should be removed.

The program of perfection of the cadastral management system is proposed for the following purposes (fig. 3.4):

- the establishment of a single approach to the payment of labor of the airport employees;
- an increase in the efficiency of the labor of employees of the airport.

THIS PROGRAM INSTALLED:

- the principles of the formation of wages;
- the procedure for the appointment and redemption of wages;
- the procedure for calculating the monthly wage of the employee
- The algorithm for the development of the business is indicated in the rule.

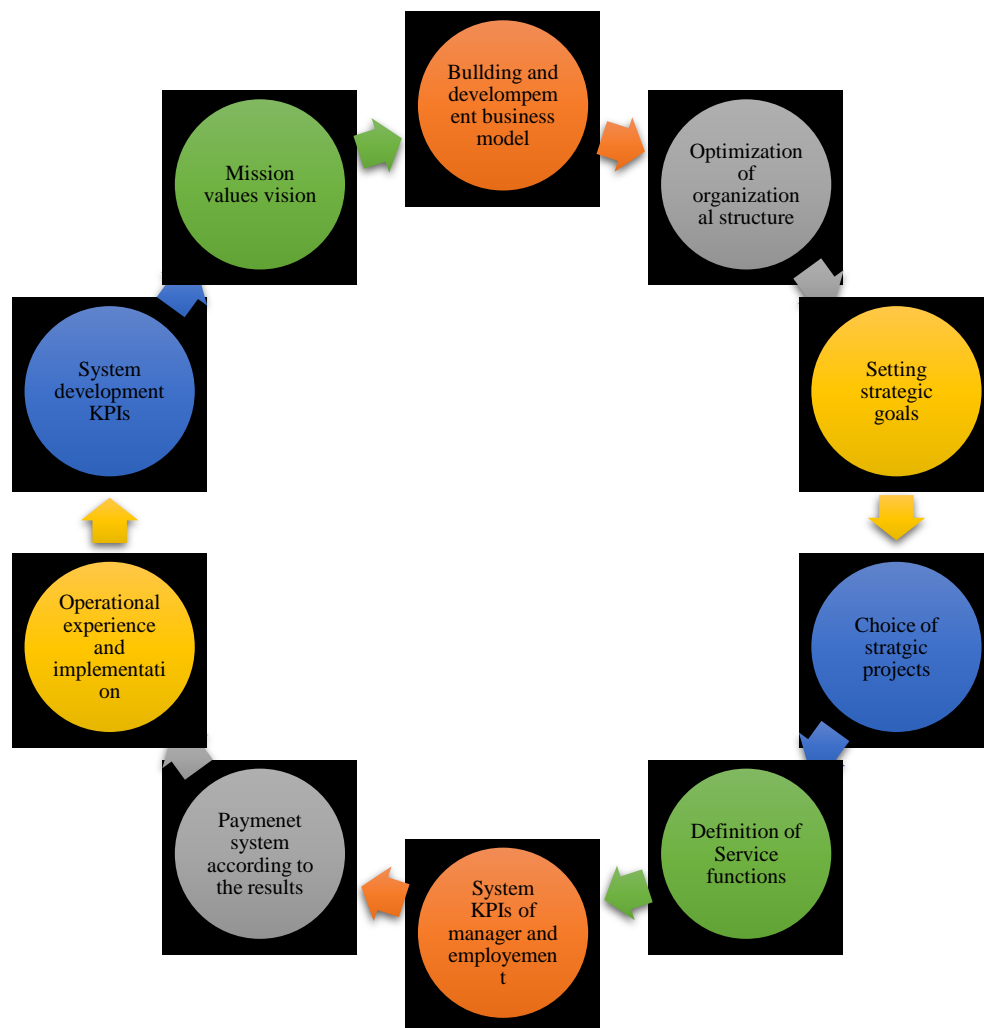


Fig. 3.4. Building and integrating KPI systems at the Master Avia

That can describe the main definitions of the proposed program. The salary of the employees of the airport consists of a base long-term wage, bonus and individual reward.

Salary - the total monthly welfare of the employee, includes the basic long-term wardrobe, which is slightly kept open.

Basic long-distance - a fixed size of the wage of a worker, which is shortly due to the obligation to pay which starts for the implementation of long-term obligations for the calendaring month It depends on the required position and qualification requirements for the work performed, It is set in accordance with the system of grades, and does not exclude payments, like premium, individual remuneration, benefits, payment of exemptions.

Prize - preliminarily discussed payment of money to the employees of the highest indebtedness for the purpose of keeping up to date;

Individual remuneration - preliminarily discussed additional payment, calculated by the employee for successful completion or refinancing.

We describe the procedure for establishing the base salary for employees of Master Avia:

1. In order to establish a single approach to the establishment of basic long-term salaries Employees are encouraged to use the grading system, if so long, they must be graded with a certain program. These criteria are the same for all types of jobs and take into account the specifics of the airport.

2. When evaluating each position-workingworking place), points are awarded depending on the requirements it requires.

3. Based on the results of calculations, they should be settled in a hierarchical system, depending on the received total score.

4. The grades are grouped in grades on the basis of the receipt of approximately the same number of points, at the expense of the operating conditions.

5. Each grade is limited by points and, of course, limits by grade.

6. Each requirement that is included in a specific grader is subject to its own qualification, and this is subject to change without limitation.

7. When introducing a new duty unit into the structure of the airport, an assessment of this position is carried approved factors

Let us consider the procedure for installing and paying prizes and individual remuneration to employees of the Master Avia

This program is offered to enhance material welfare, to achieve the best final results of activity improvement of the quality of work, the creation of conditions for the demonstration of the short-term activity of the employees and the payment of bonuses to the employees of the company before you have an installed key indicator KPI efficiency under compliance with some required condition for payment

The program defines the following types of prizes:

1. Regular prize - is established for employees of the main divisions;
2. The quarterly award - is established for the managers of the main and supporting divisions;
3. The annual award - is set for all top-managers of the company.

Every week, the party carries out the task of tying the monetary motivation of the employees to the results of their activity for a month. In this case, the result will be achieved or the coefficient of performance of all KPI for a certain period of time.

The beginning of monthly awards is given for the implementation of each KPI separately. In the event of failure to fulfill one of the KPIs of the regular and quarterly prizes, the amount of prizes is determined by the total amount of completed KPIs

If all the KPIs are not fulfilled, the monthly reward for the right to receive bonuses in the employee does not occur.

A quarterly reprimand takes place for tying the monetary motivation of employees to the results of their own activities for a quarter (3 months). With this result, the achievement or performance factor of KPI, which is determined by the factual value of the quarter, will be increased.

The award of quarterly prizes is issued for the execution of each KPI, separately. In the case of non-fulfillment of one of the KPIs, the quarterly reward, the size of the prize is determined by the sum executed by the KPIs.

If all the KPIs are not fulfilled, the quarterly right to receive the bonus does not occur.

The annual commencement of the competition is based on the linking of monetary motivation of employees to the results of their activities for 12 months. After that, the result will be the achievement or performance factor of KPI, which is determined by the factual values of the year.

Basing on the KPI reporting form, the general director will form the information for the booklet about the payment of the bonus, which is reflected in the relevant statement.

Program Development Results:

1. The final report, which contains a hierarchical list of goals and KPI for the entire Master avia zhulyaini airport.
2. Key performance indicators - “KPI matrices” for all long-term campaigns of the year.
3. “Plans of work” in the year for all positions of Master avia.

As a result of the project on the development and implementation of the KPI system and grading in the , it is necessary to have a joint and cost-effective plan. Each employee must clearly know their personal goals and objectives.

As well as the criteria for which it will be appreciated in order to achieve these goals and fulfill the objectives, such as KPI.

The airport can objectively analyze and evaluate, including and materially, the work of each employee, and each employee can receive a warm-up

It should be noted that, in general, the use of modern and effective methods of managing the user will help to shape and strengthen the image of the Master avia As an attractive employer, it helps to keep qualified employees and keep them at a reasonable price.

The grading system evaluates all types of work places, which makes it unusually valuable tool in the formation of the structure of labor. The criterion for evaluating the long-term position is to reduce the influence of the long-term position as a whole and the type of impact on the final result.

The introduction of the system of grades in the export may occur in several stages, but it was named [32]:

1. Preparation of the working group, study of the technique.
2. Development of documentation (concept, provisions and other).
3. Evaluation of the position (questioning, interviews, intercourse).
4. The determination of the requirements for the requirements, the refinement of the facts.
5. Settlement of factors by level (maintenance).
6. Evaluation of each level.
7. Evaluation of the facts.
8. Calculating the number of points for each position.
9. Distribution of points by grade.
10. Establishment of long-term salaries and calculation of salary works.

As far as are concerned, it is preferable that it is necessary to have trained internal expert or external consultant at these stages of the system of guides. This will prevent the error in the future.

Now let's move on to the main part of the system of grades. The determination of the requirements for the positions, refinement of the facts.

This is one of the most complex stages, since it requires a selection of key factors for each position. These factors must not be It's only clear, but it can be divided according to the level of complexity. Here it is imperative that you take into account the specifics of the enterprise, the provision of equipment, as well as the requirements for the present.

For Master Avia, to assess the position, we will determine the following factors (Table 3.1): management of employees; Responsibility independence in work; work experience; level of special knowledge (qualification), level of contacts; the complexity of the work; the price of the error.

Table 3.1

Key Factors for Estimating Positions in Master Avia

Levels of factors	Level description
1	2
Fact 1. MANAGEMENT OF EMPLOYEES	
A	THERE ARE NOT RESPONSIBLE, THERE IS NO NEED TO BE MANAGED BY EMPLOYEES
B	There are no direct subordinate, periodic coordination of work of other employees in the framework of the delivered task
C	Coordination of the activities of the working group (2-3 people)
D	MANAGEMENT OF A GROUP SUBMITTED TO A REGULAR performance of functional tasks
E	Office management: influence, control, task stopping, motivation and leadership. Necessity as vertical, so and horizontal interactions
F	Manual Group, Vertical Interested Partnerships
Factor 2. Responsibility	
A	RESPONSIBILITY ONLY FOR ITS WORK, RESPONSIBILITY FOR financial result of their activity is not available
B	RESPONSIBILITY FOR FINANCIAL RESULTS OF CERTAIN ACTIVITIES UNDER CONTROL OF AN INDEPENDENT MANAGER
C	RESPONSIBILITY FOR FINANCIAL RESULTS OF REGULAR ACTIVITIES IN PAX FUNCTIONAL RESPONSIBILITIES
D	Production of decisions affecting the financial result of the work of a group or division, agreement of decisions with by an inconsistent manager
E	COMPLETE RESPONSIBILITY FOR FINANCIAL RESULTS OF WORK OF DEPARTMENT, FOR MATERIAL VALUES, DISTRIBUTED EXPENSES IN THE FARMWORK OF THE BUDGET OF DIVISION
F	Full liability for financial and other results the whole direction of work (group of divisions)

Factor 3. Independence in work	
A	Do not need to take independent decisions, follow to certain instructions, permissions are limited, constant control
B	STANDARD SOLUTIONS ARE PERFORMED BY THE MANUFACTURER'S CONTROL, NON-STANDARD SITUATIONS ARE RESOLVED BY THE BEGINNER
C	Purpose is determined by the manual, planning and organizing the work is carried out independently, the proper preparation of the solutions, the solution is carried out
D	Only general goals are formulated, the employee is working on self-sufficient methods and means of achievement. goals (based on the organization's policy)
E	The employee is in good condition to be self-sufficient, to set goals and objectives, and to keep the strategy of organization in place.
F	Development of a general policy for the activities of the group of divisions, participation in the development of a company strategy
Fact 4. Experience	
A	No operational experience required
B	Work experience is required, not necessarily in this area
C	Need a special experience in this area from 1 to 2 years
D	Need a lot of work in this area (from 3 years)
E	need a serious operational experience not only in this area, but also in related areas
F	In addition to professional experience, we need a significant experience in the practical management of a large number of employees
Factor 5. Level of special knowledge (qualification)	
A	Sufficiently average education, no special knowledge required
B	It is necessary to have higher education, not necessarily specialized, availability of a basic level of possession of special techniques and technologies
C	Higher specialized education is desirable, fluency in special techniques and technologies
D	Higher profile education requires in-depth specialized knowledge and basic knowledge in related areas
E	Higher profile education, special knowledge in the field of development, inadequacy of the scientific degree

F	Higher profile education and additional in the field of management of the organization and the personal
Factor 6. Contact Level	
B	Periodic contacts with clients and external organizations under the control of an qualified manager
C	Regular external and internal contacts, external contacts at the level of the executive are included in the functional responsibilities
D	Permanent contacts with mid-level managers external organizations
E	External contacts at a high long-term level requiring the performance of complex interruptions, the vision of strategy and the policy of organization. Are needed Highly skilled business communication skills
F	Contacts at the level of senior officials of external organizations, the most important and major customers or partners
Factor 7. Difficulty of work	
A	One-time operation, continuous execution of single operations
B	Work is more diverse, than monotonous, execution A few functions that do not require special efforts
C	A variety of work, requiring the use of analysis elements, logical reasoning and the choice of solutions Deliverable
D	The work requires a detailed analysis, selection of a method for solving various problems, corrections with related units
E	Work connected with a clean approach to search and system analysis of information, with isolation, constant and formative breakdown
F	Work associated with a strategic view of the development of work direction, integration of approaches to solving problems of various divisions
Factor 8. Price error	
A	Errors affect our own work and the work of our employees in a workgroup
B	Errors lead to malfunctions in the work of employees in the framework of a whole unit

C	Mistakes can lead to financial losses on a scale units
D	Mistakes can lead to financial losses in a fairly large size
E	The error may not result in large losses, but open work a number of divisions
F	The error may not result in large losses, but open work a number of divisions

The obligatory condition for this step is the determination of a set of universal factors for evaluating all the necessary (from the working part), this is also a large increase.

Separation of factors by level (maintenance) Factors are subject to complexity. From the exact and clear descriptions of each level, a lot depends on the accuracy of the valuation.

A step between the levels must be the same. None of the above depends on the accuracy with which you would like to be evaluated. For Master avia, six factors of the highest level of complexity were selected to describe: A, B, C, D, E, F.

-Evaluation of each level.

Each level is subject to scores depending on the degree of complexity and the level of performance, and they have been evaluated as follows:

A - 1 point.

B - 2 points.

C - 3 points.

D - 4 points.

E - 5 points.

F - 6 points.

The use of such a system creates an objective procedure for a large assessment of the cost, as well as a subjective distortion leads to a large margin of error. So, the main goal of the system of grades to do so, so that the manual of the airport, on the one hand, is able to keep its own employees, it must be kept in good condition.

As a result of this stage, the introduction of the system of grades of the steel has become a table with listed factors and a separation at a level that excludes the difference in payment (table 3.2 - 35).

Table 3.2

Estimated table for determining the maximum value of scores posts (Deputy Director General for Aviation Safety - Chief of Aviation security)

assessment factor	Compliance Level factor and its weight, in points						The significance of the factor on a 5-point scale	The total score by the fact
	A	B	C	D	E	F		
	1	2	3	4	5	6		
MANAGEMENT OF EMPLOYEES						6	5	30
RESPONSIBILITY						6	5	30
Independence in work						6	5	30
work experience						6	5	30
Level of special knowledge (qualification)						6	5	30
contact level						6	5	30
complexity of work						6	5	30
Price error						6	5	30
total score								240

Table 3.3

Scoreboard for the inverse of the maximum score ('Deputy General Director of Development of airport complex and certification)

Rating Factor	The level of compliance of the factor and its weight, in points						The significance of the factor on a 5-point scale	The total score on the fact
	A	B	C	D	E	F		
	1	2	3	4	5	6		
MANAGEMENT OF EMPLOYEES					5		5	25
RESPONSIBILITY						6	5	30
independence in work					5		5	25
work experience						6	5	30

Cont. table 3.3

level of special knowledge (qualification)						6	5	30
contact level					5		5	25
complexity of work						6	5	30
error price						6	5	30
total score								225

The points for this position (Table 3.4) is different from the previous decrease in the level of management of employees, the lower level of independence and the level of independence.

Table 3.4

Table for determining the maximum score (Deputy CEO - Chief of rescue and fire support and mobilization work, and others).

assessment factor	The level of compliance of the factor and its weight, in points						The significance of the factor on a 5-point scale	The total score on the fact
	A	B	C	D	E	F		
	1	2	3	4	5	6		
MANAGEMENT OF EMPLOYEES						6	5	30
RESPONSIBILITY						6	5	30
independence in work					5		4	20
work experience					5		4	20
special level knowledge (qualification)					5		4	20
contact level				4			4	16
complexity of work					5		5	25
Price error					5		5	25
total score								186

Table 3.5

Reference table for the determination of the maximum value of scores (Deputy Director General, subject to appropriate areas for units and services)

assessment factor	The level of compliance of the factor and its weight, in points						The significance of the factor on a 5-point scale	The total score on the fact
	A	B	C	D	E	F		
	1	2	3	4	5	6		
MANAGEMENT OF EMPLOYEES		2					2	4

Cont. table 3.5

RESPONSIBILITY						6	3	18
independence in work			4				5	20
work experience				5			4	20
special level knowledge (qualification)			4				5	20
contact level					6		5	30
complexity of work				5			4	20
Price error			4				5	20
total score								152

According to the estimates table 3.4 for this position, the responsibility and level of contact are the most significant factors.

Significance of the fact of the 5-point scale and the level of compliance with the fact and its weight, in the grade is determined Together with the general manager of the airport: the director, the head of the department of personnel, the director of the economy, the director of the business

Assessment of the fact of the fact. Calculations of this phase are dependent on the degree of importance of each of the listed factors for the « Master Avia ». For Master avia”, the significance of the factor for a 5-point school was chosen. When it is necessary to take into account the degree of importance for the increase of scores from 1 to 5. It is a prerequisite for this to be used as a margin of money.

Table 3.6

Estimated table for the definition maximum score by position (Manager)

assessment factor	The level of compliance of the factor and its weight, in points						The significance of the factor on a 5-point scale	The total score on the fact
	A	B	C	D	E	F		
	1	2	3	4	5	6		
MANAGEMENT OF EMPLOYEES	1						2	2
RESPONSIBILITY				4			4	16
independence in work		2					5	10
work experience				4			4	16
special level knowledge (qualification)				4			4	16
contact level				4			4	16

complexity of work					5		4	20
Price error						6	5	30
total score								126

Table 3.7

The reference table for the determination of the maximum value for the points “Manager assitant ”

assessment factor	The level of compliance of the factor and its weight, in points						The significance of the factor on a 5-point scale	The total score on the fact
	A	B	C	D	E	F		
	1	2	3	4	5	6		
MANAGEMENT OF EMPLOYEES	1						1	1
RESPONSIBILITY						6	4	24
independence in work		2					2	4
work experience			3				3	9
special level knowledge (qualification				4			3	15
contact level				4			5	20
complexity of work				4			4	16
Price error				4			4	16
total score								104

As a result of the calculations, the points for the charges in the transport company were formed:

1. (Deputy Director General for Aviation Safety - Chief of Aviation security):240
2. (“Deputy General Director of Development of airport complex and certification):225
3. (Deputy CEO - Chief of rescue and fire support and mobilization work, and others):186
4. (Deputy Director General, subject to appropriate areas for units and services):152;
5. (manager) : 126
6. (assitant manager): 104.

Similarly, you can count grades and for all employees, and the results are presented in the table. 3.8.

Calculating the number of points for each position (formula)

. The distribution of points by grades. According to the results of calculations, they should be converted into a hierarchical pyramid, depending on the received total score. Then this pyramid should be broken into grades.

Values are grouped in grades on the basis of the receipt of approximately the same number of points, based on the functions performed and depending on the rate of the traffic. As a result, each grape should only be able to get close to the estimated grades. After the work done at the airport, 7 grades were issued (table 3.8).

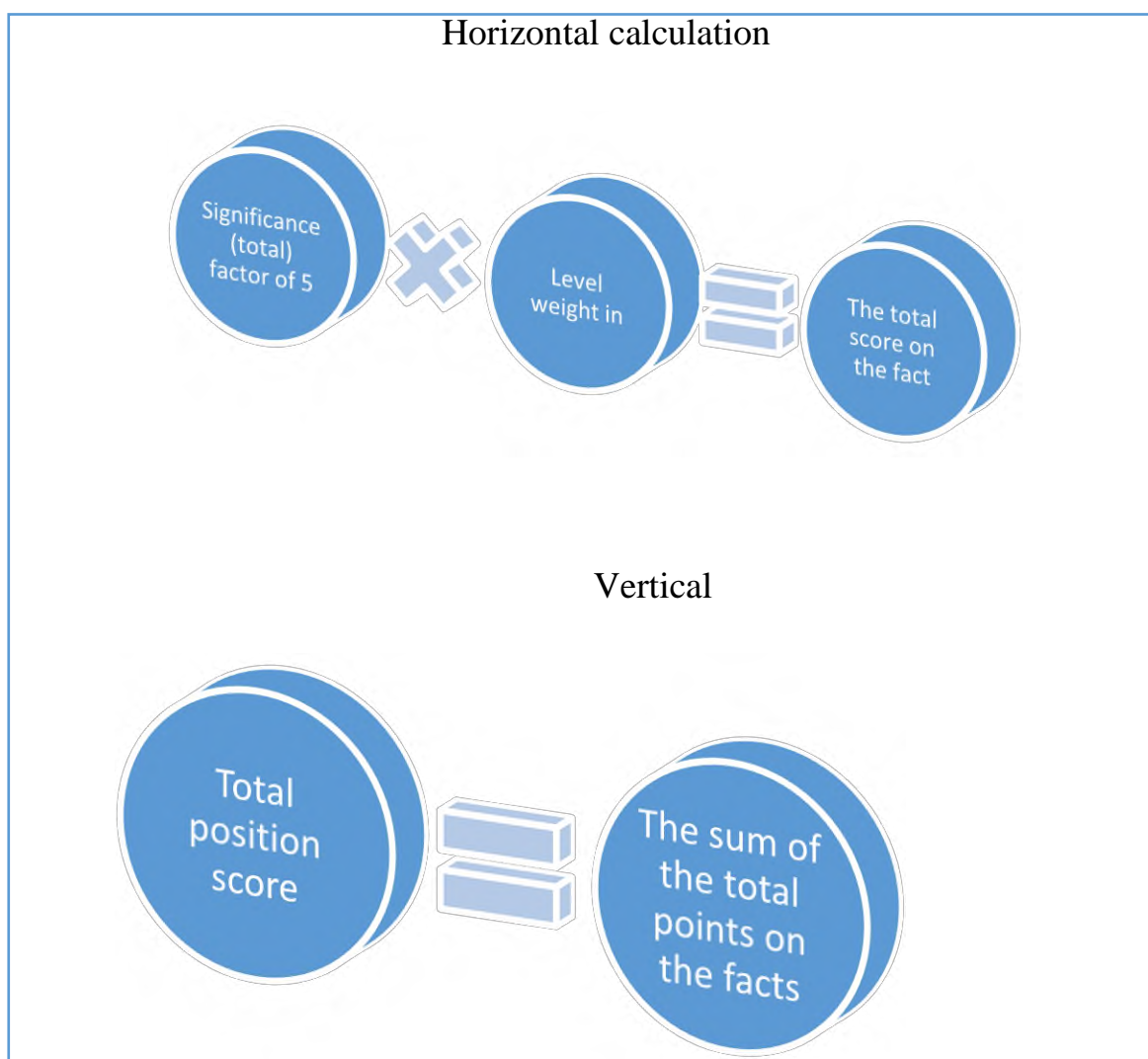


Fig.3.5 Formula for calculating the number of points

Grades - this is combined in the intervals (point and second), due to the fact that it is a certain analogue (similar to the contents of the running work and the average).

Each grade has an internal structure, which is described through the following parameters:

-the minimum value of the grade - the minimum possible value of the grade in the grade

-Grade degree - a unit of internal divisions of the grade that is compliant with the established size of the standard rate, employee ward in the grade of the grade

-the maximum value of the grade - the maximum possible value of the tariff rate, the okada in the grade

-Grade step - the distance between the two nearest degrees of the grade. The step of the grades is determined as an increase in the value of the tariff rate, the sklad in comparison with the previous step.

Table 3.8

Liste of working places (Responsabilités) Master avia with indication of garde

Typical working place (required)	Minimum Grady score	Maximum Grady score	Grade
Deputy Director General for Aviation Safety - Chief of Aviation security)	225	240	7
'Deputy General Director of Development of airport complex and certification	186	224	5
Deputy CEO - Chief of rescue and fire support and mobilization work, and others	170	185	6
Deputy Director General, subject to appropriate areas for units and services	160	169	5
Managers	152	159	4
Assistance manager	105	151	3
Senior agent	87	104	2
Agent	45	86	1

The lower boundary of the back-up zone is equal to the maximum value of the grade. The upper limit of the reserve zone is determined by the size of the reserve zone (in percentage). The size of the back-up zone is the same for all grades and equal to 20%.

. Installing the long-term salary and calculating the salary forks. A prerequisite for this phase is the determination of the size of the long-term salary for the results of the calculation of the points. It must be carried out under the same rules, but not depending on the position andThe unit is based on the structure of the guides (Table 3.9).

Table 3.9

Grade structure at Master Avia.

№ grades	Minimum Grade	Grade Steps				Maximum Grade / Lower Boundary zones	Grade Step %
	1	2	3	4	5	6	
1-7	Minimum base grade salary	5% to the salary of the previous grade	5% to the salary of the previous grade	5% to the salary of the previous grade	5% to the salary of the previous grade		5

According to the existing wage systems in the Master avia “Master avia”, employees who take regular positions receive fixed wages and are not indefinable.

By applying the system of greasing to the typical working places we see that the workers with these requirements are divided by the various grades, as required, so that we can, please. That way, they can’t already be applied to the leveling system.

Work remuneration, as different grades have different sizes of long-term Salary So, based on this algorithm, let us compare with the existing system We will consider the long-term welfare of the workers of the Master avia, which is suitable for payment and regular liquefaction (table 3.10).

According to this difference in the long term of employees of the middle grades is from 5 to 20%. The difference between the first and last time increases with each step. Figure. 4 We will provide a schematic diagram of the difference in the payment

of the delivery, at the cost of an extra charge of the drivé. So, the difference in payment between the positions and the related ones

Table 3.10

The value of the salary of employees of Master Avia" according

Step between Grades%	Deputy Director General for Aviation Safety - Chief of Aviation security;	'Deputy General Director of Development of airport complex and certification	Deputy CEO - Chief of rescue and fire support and mobilization work, and others	Deputy Director General, subject to appropriate areas for units and services.	manager	Manager assistant	Senior Agent	Agent
Stap New salary	21,199.33	18,528.56	16,929.452	16,664.001	11,199.33	8,528.556	6,929.452	6,664.001
Grade 1 (+ 5%)	22,592.95	18,954.984	17,275.925	16,997.201	12,592.95	8,954.984	7,275.925	6,997.201
Grade 2 (+ 5%)	23,222.59	19,402.733	17,639.721	17,347.061	13,222.59	9,402.733	7,639.721	7,347.061
Grade 2 (+ 5%)	23,883.72	19,872.870	18,021.707	17,714.415	13,883.72	9,872.870	8,021.707	7,714.415
Grade 2 (+ 5%)	24,577.91	20,366.51	18,422.791	18,100.135	14,577.91	10,366.51	8,422.791	8,100.135

1. Agent ACT of 23%,
2. Senior agent ACT 11%,
3. ACT managers 30%,
4. Deputy Director General, subject to appropriate areas for units and services.28%
5. Deputy CEO - Chief of rescue and fire support and mobilization work, and other4%,
6. General Director of Development of airport complex and certification 23%
7. Director General for Aviation Safety - Chief of Aviation security 41%

This clearly proves that the application of the system of greasing to long-term salary Workers of the Master Avia allow you to create a serious motivational base for each employee to increase their qualification to stay in advance. The system of greasing cancels the salary of experienced workers and novice in labor. The payment system, as

agreed upon by the bids, has a significant impact on one of the largest large problems of the Master Avia- a high turnover rate.

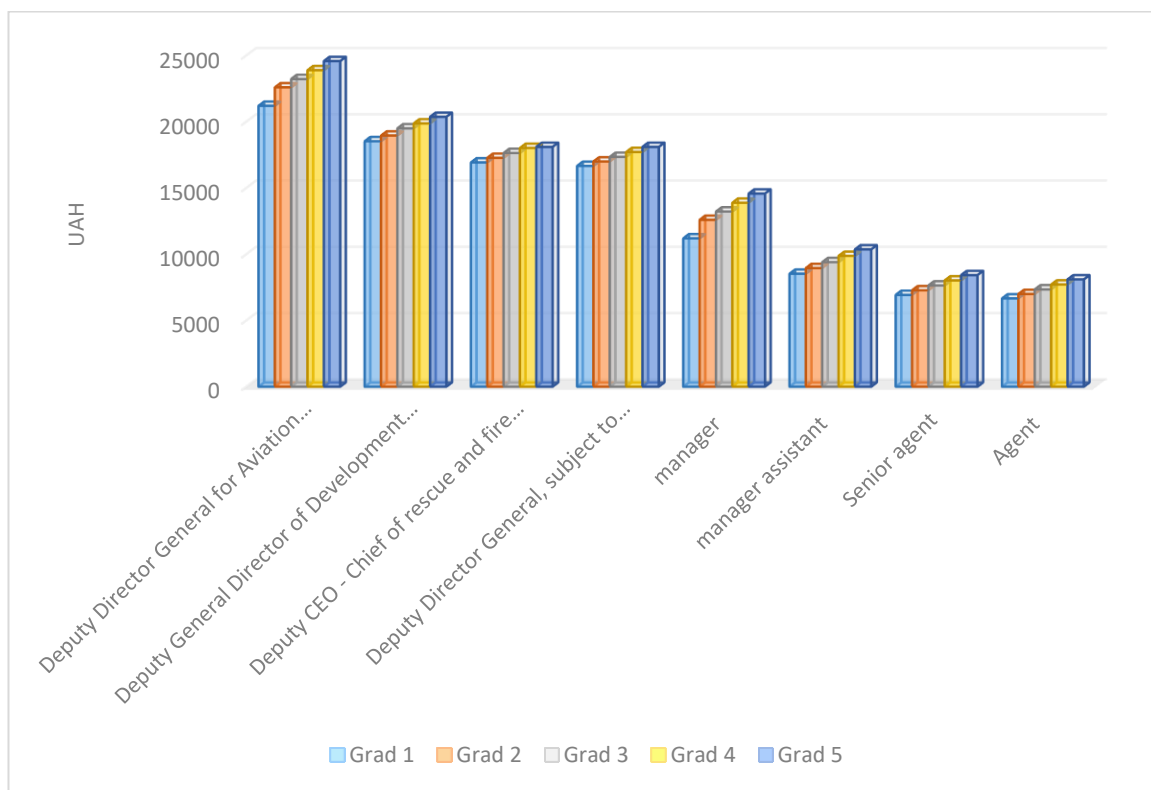


Fig 3.6. The size of the long-haul of workers Master Avia according to the rates of the program after the implementation of the Program

The introduction of the Grader System in the Master avia has the following advantage:

1. will help to manage the payroll fund (PAY) and make the payroll system flexible;
2. increases the efficiency of work in the average from 10-30%
3. adjusts the imbalance of salaries at the enterprise
4. decrease in staff turnover;
5. increasing motivation of the front

When the principle of salary increase becomes transparent, then the motivation of the bar increases immediately. At the same time, the base oxide is increased automatically, which really plays an important role for the airport

1. allows, if necessary, to quickly analyze the structure as long-term wraps, so as well as pay off, as well as save
2. is a convenient tool for determining the size of the base coat for a new position
3. allows you to keep track of levels and divisions, where there are inefficiencies at the wage level
4. allows you to compare the levels will be paid at the airport with payments to others in one segment of the market
5. optimizes the placement of labor resources

In this way, the method developed by us for evaluating the constant part of the motivation system on the basis of the grades allows you to solve the above mentioned questions. It is also necessary to pay special attention to the formation of the variable part of the motivation system, which must be reassigned.

3.3. Economic evaluation of proposed solutions.

For calculating the variable part of the motivation system at the bottom of the bonus, the “Master Avia” is at a sufficient performance (significant)

Long-term salary, which is paid to the employee in accordance with its grades, as determined by the Grade system.

Everyday and quarterly reprimands perform the task of linking the motivation of the employees of the airport to the results of their activity. In this case, the result will be achieved (performance) as quantifiable, as well as quantitative KPI.

The relationship between the baseline long-lasting and the maximum prize may be different depending on the length and the length of carrier.

The quarterly awards of employees are shared by the general formula:

$$KP = B \times K_c \times \sum K_i \times P_i, \quad (3.1)$$

Where B is the base salary

K_s is the coefficient that shows that, based on the calculation of the prize, the premium is taken from the value of the base tier. The constant coefficient characterizing the ratio of the variable and constant part of motivation

i - The number of KPI coefficients that are used to evaluate the work of the employee at a given position

K_i - coefficient of performance of the relevant KPI

P_i is the specificity of all KPIs.

As an example, let us calculate the size of the monthly prize for the manager for the freight transport of the “Master Avia”, which has a second grade:

To calculate the value of the quarterly prize, 4 KPIs are used:

- 1) KPI No. 1 - the gain of the shipment (production from the shipment);
- 2) KPI No. 2 - the percentage of concurrently unfulfilled orders;
- 3) KPI No. 3 - a number of new transportations under new directions;
- 4) KPI No. 4 - customer satisfaction (evaluation).

According to Formula 3.1, it is transformed into the following:

$$KP = B \times 0,7 \times (K_1 \times 0,4 + K_2 \times 0,2 + K_3 \times 0,2 + K_4 \times 0,2), \quad (3.2)$$

Where K_1, K_2, K_3, K_4 - KPI performance factors are determined by calculation at the end of the quarter; 0.4; 0.2; 0.2; 0.2 - specific weight of the relevant coefficient; 0.7 is coefficient ratio of premium and base salary

B - the base of the second grade.

Let us determine the procedure for the formation of the KPI execution coefficients

K_1 - coefficient depending on the result of the implementation of KPI No. 1 -

the growth of the deduction (the deduction from the deduction), which is defined as the ratio of the actual deduction from the deduction of 100%. The range of this indicator is defined in the table. 3.11

Table 3.11

The range of values of the indicator K1

KPI title	Growth of shipping (production from shipping with VAT)				
Range of values	<7%	7%	10%	12%	> 12%
K 1	0	0,5	0,7	0,9	1

It is assumed that $K1 = 0.7$.

K2 - coefficient depending on the result of KPI No. 2 performance, which is somewhat different from the fact that the deadline is not fixed. The range of this indicator is defined in the table. 3.12.

Table 3.12

The range of values of the indicator K2

KPI title	Growth of shipping (production from shipping with VAT)				
Range of values	> 20%	20%	15%	10%	<10%
K 2	0	0,5	0,7	0,8	1

It is assumed that $K 2 = 0.8$.

K3 - coefficient depending on the result of the KPI No. 3, which is determined by the factual amount of the new remnant of labor. The range of this indicator is defined in the table. 3.13.

Table 3.13

The range of values of the indicator K3

KPI title	The number of new traffic on new Directions		
Range of value	0	2	2>
K3	0	0,5	1

It is assumed that $K3 = 1$.

K4 - coefficient depending on the result of KPI performance, which is determined by the factual satisfaction of customers. The range of this indicator is defined in the table. 3.14.

Table 3.14

The range of values of the indicator K4

KPI title	The number of new traffic on new Directions		
Range of value	<80%	90-100	80-90%
K4	0	1	0,5

Basing on the given tables and assumptions, the relative value of the coefficients will be calculated on the basis of the variable part of the salary.

$$KP = 11,199.33 * 0,7(0,7 * 0,4 + 0,8 * 0,2 + 1 * 0,2 + 0,5 * 0,2) = 5801,24 \text{ UAH.}$$

Comparison of the existing payroll system and the design is given in the table. 3.15. So, the calculations made by us showed that the size of the long-term drop-off of the manager in the system of motivation, which will exist in Master Avia

“Master Avia” amounts to 11199.33 UHA sum. (500 USD), regardless of qualification and operational experience. The size of the salary of the same manager according to the system of grading is

- 1) 1st grade = 11199.33 UAH.

2) 2nd grade = 12,592.95 UAH.

3) 3rd grade = 13,222.59 UAH.

4) 4rd grade = 13,883.72 UAH.

5) 5rd = 14,577.91 UAH.

In this way, the size of the cloak can become higher with an increase in professional skills of the employee. The size of the prize for the month proposed by the manager, calculated according to the KPI method and grading, is 5801,24 sum. (233 dollars). The KPI system makes it easy for the employee to understand, from which, at a glance, the value of its prize is determined and try to reach these figures. Thus, according to estimates, the minimum award is 0 UAH. and the maximum is 5801 UHA.

Table 3.15

Comparison of the wage system for work (Manager by Salary)

Criteria	Existing system motivation	Salary proposals
Salary	11199.	11199
Graduation system		2nd grade = 12,592.95 UAH 3rd grade = 13,222.59 UAH 4rd grade = 13,883.72 UAH 5rd = 14,577.91 UAH
KPI award and Yearly grading		Minimum - 0 UAH Maximum - 5801 UAH
Salary amount	11199	<i>Grade Level + Motivation</i> Minimum - 11199 UAH Maximum - 11199 + 5801 = 17100

The size of the monthly prize of the same employee for the fast system of motivation is the percentage of the net profit and the full amount of the paid freight. So, the size of the prize is tied to eight inaccurate indicators, the performance of a short distance is not always associated with the employee. According to table 3.15, the variable part of the salary may vary from 5801 UAH, although this minimum value of the prize is 0 UAH. That is, the effective performance of installed indicators leads to the fact that the sum of the variable part is almost reached by the size of the wardrobe.

Options for calculating monthly premiums may be greater, which even more improves the system of labor motivation, depending on the efficiency of labor.

By providing the appropriate salary for the system and the results of fulfilling its obligations, the employee can determine the amount to be paid for fees, and the calculation of options for a monthly prize will significantly affect the motivation to work better

The perfection of the systems of the water management in the international “Master Avia” a is proposed at the expense of the introduction of the following measures:

1. The “Program of the cadre manager of Master” was developed.

Corresponding to the second chapter of the analysis, the wage system in the Master avi includes a separate charge. The following provisions were provided for the elimination of malfunctions in the system of motivation and recommendation for the improvement of the system of motivation:

1. Development and implementation of the KPI system and grading
2. the adoption of measures aimed at lowering the turnover rate of the frames, while the increase in motivation is reduced due to the increase in wages and salaries
3. The introduction of these recommendations will increase the efficiency of the use of the labor-rate of the airspace, but the result must be a little greater.

It is very difficult to find such a universal method of paying wages that would take into account the interests of both the employer and the employee. The company should always try to pay for its own purposes, but only so that the worker does not go, and the latter should be avoided. The named system of grades allows you to “bind” the wage of labor and the logic of business, as well as to untie the knot by a problem related to the cadre management.

CONCLUSIONS

The results of a theoretical study of theoretical and practical aspects of the environmental management at the airport gave the conclusion to be made as follows :

The complexity and versatility of cadre management requires a multi-disciplinary approach to this important issue. In accordance with the conditions of the base of the employee management, the increase in the employee's personalities, the knowledge of their wake-ups AND Therefore, it is necessary to carry out a detailed analysis of the factors taken into account during the planning process, choosing a control style.

It was decided that the cadre management is a complex, purposeful activity on the team and separate employees, ensuring optimal conditions for a sustained, proactive work to achieve the goals of the organization. The purpose of the management of vehicles is the ability to work with people, to properly select and evaluate them, to achieve their higher level of comfort.

Nature of Personnel Management

Personnel management includes the function of employment, development and compensation. These functions are performed by the personnel management in consultation with other departments.

Personnel management is an extension to general management. It is concerned with promoting and stimulating competent workforce to make their dedicated and best possible contribution to the organization.

Personnel management advises and assist the line managers in personnel matters. Thus working as a staff department of an organisation.

It is based on human orientation. It tries to help the workers to develop their potential to full extent for the organisation.

It also motivates the employees through it's effective incentive plans so that the employees provide best possible co-operation.

Personal management system and Human resource management plays many roles within the airport industry, along with fulfilling many different jobs just as part

of their own team. This team will have specific training for tasks they will complete as individuals, as well as roles they will fill on HRM teams. Each team will then work on a daily basis with the many companies and businesses that operate within the confines of the airport. They will ensure that security is provided for the airport. In today's changing world, security positions must be filled by individuals who can undergo thorough background checks, as well as being able to complete task-specific training. They also work to ensure that all employees attain continuing professional development so that they are getting the most out of every employee they hire to work within the airport. Human resource management will work with every manager and chief executive officer of companies to ensure employment management procedures and laws are being followed. This will assist in the prevention of situations where companies or individuals could be sued.

As the airport industry changes and improves, so must human resource management change along with it. Working to connect airport management, retail management, restaurant CEO's, heads of aircraft companies, and perhaps even FAA employees to each other requires a complex and growing set of skills. HRM employees are the link between a multitude of individual people and separate companies into one united enterprise—the airport.

Also, for understanding of KPI (Key Performance Indicator) is described, after which the indicator of achievement of a certain activity or a certain amount of succession will be further increased. It can be said that KPI is a quantifiable measurable indicator of actually achieved results. The described grading system is the introduction of a fixed employee's wardrobe, that is, the base part of the salary (constant) is subject to For this work, performed on each of the items, they are evaluated with regard to certain factors (for example, inappropriate knowledge and experience, to be left out).

In this way, cadre management is a multifaceted and exclusively sophisticated process, which has specific features and specifications. The knowledge of them is extremely necessary for the managers and specialists of the modern product. Employees of social services and social development to ensure continuous increase in efficiency, quality of work and productivity of labor. Under the conditions of transition

to the market economy, the control of the user must have the system and the completion on base integrated solution of cadre problems introducing new and perfection of existing forms and methods of personnel work

REFERENCES

1. Агеева Г.Н. Развитие аэропортов: интеграция в региональные системы транспортных перевозок/ Г.Н. Агеева // Теория современного города: прошлое, настоящее, будущее: материалы Всерос. науч. конф. с междунар. участ. (18–20 мая 2016 г.) / под ред. Е.Ю. Витюк, И.Г. Лежавы, Ю.С. Янковской [и др.]. – Екатеринбург: Архитектон, 2016. – С.129-131.
2. Александрова А.Ю. Туристские кластеры: содержание, границы, механизм функционирования / А.Ю. Александрова // Современные проблемы сервиса и туризма, 2013. – №1. – С. 51-61.
3. Алимов Р. Кластерная концепция экономического развития: теория и практика / Р. Алимов, М. Камилова, Д. Курбанова. – Т.: Институт экономики АН РУз., 2015. – 36 с.
4. Анализ деятельности предприятия [Электронный ресурс]. – Режим доступа:
http://studbooks.net/1462727/menedzhment/analiz_deyatelnosti_predpriyatiya
5. Артемова Е.И. Тенденции формирования и развития аэропортов-хабов в России / Е.И. Артемова // Научный журнал КубГАУ. – 2014. – №98(04). – С. 65-77.
6. Аэропорт: управление и развитие [Электронный ресурс]. – Режим доступа: <http://icenergy.co.uk/ru/event136.html>
7. Барвинок В.А. Методика управления рисками в процессах систем менеджмента качества на примере деятельности аэропорта / В.А. Барвинок , В.П. Самохвалов, Г.А. Кулаков, В.В. Рыжаков, Ю.С. Клочков // Вестник Самарского государственного аэрокосмического университета. – 2012. – № 4 (35). – С. 240-246.
8. Биржаков М.Б. Введение в туризм / М.Б. Биржаков. – [9-е изд. перер. и доп.]. – СПб.: Издательский дом Герда, 2015. – 576 с.

9. Брэдик У. Менеджмент в организации. - М.: Инфра-М, 2016. - 344 с.
10. Веснин В.Р. Практический менеджмент персонала: пособие по кадровой работе. - М.: Юристъ, 2015. - 496 с.
11. Волкова Л.П. Управление деятельностью аэропорта. Организационные основы управления деятельностью аэропортов (Ч. 2) / Л.П. Волкова. – М.: МГТУГА, 2012. – 104 с.
12. Волкова Т.В. Экономика организаций предприятий. Оценка эффективности хозяйственной деятельности предприятия. – СПб.: Питер, 2014. – 125 с.
13. Вспомогательный счет туризма: рекомендуемая методологическая основа. – Нью-Йорк: ООН, 2016. –145 с.
14. Выварец А.Д. Экономика предприятия: учебник / А.Д. Выварец. – М.: ЮНИТИ- Дана, 2012. – 543 с.
15. Гаськова Ю.И. Организация деятельности по согласованию стратегий развития региона и аэропорта / Ю.И. Гаськова // Международный научно-исследовательский журнал «Экономические науки». – 2015. –№11 (42). – Ч. 1. – С. 124-31.
16. Гевко І.Б. Методи прийняття управлінських рішень: Підручник. -К: Кондор, 2009. -187с.2. Мурашко М.І. Менеджмент персоналу: Навч. посіб. –К.: Т-во «Знання», КОО, 2008. –435 с.3. Хміль Ф.І. Управління персоналом: Підручник для студентів вищих навчальних закладів. –К.: Академвидав, 2006. –488 с.
17. Гольшева Е.В. Развитие сферы туризма Республики Узбекистан в период финансово-экономического кризиса / Е.В. Гольшева // Актуальные проблемы туризма. – 2014. – № 2. – Ташкент, 2010. – С.5-9.
18. Гольшева Е.В. Совершенствование организации и механизма регулирования развития туризма в рыночных условиях» дисс... канд.экон.наук/ Е.В. Гольшева. – Т.: ТашГЭУ, 2015. – 170 с.

19. Горохов А.Ф. Туристская дестинация: сущность, структура и условия ее социально-экономической адаптации к требованиям рынка / А.Ф. Горохов, В.Г. Шубаева. – СПб.: ГУЭФ, 2015. – 204 с.
20. Гуляев В.Г. Туризм: экономика и социальное развитие / В.Г. Гуляев. – М.: Финансы и статистика, 2013. – 304 с.
21. Гурвиц Л. Теория экономических механизмов / Л. Гурвиц, Р. Майерсон, Э. Маскин // Нобелевская премия по экономике. – 2016. – Вып. 97. – № 1. – С. 169-179.
22. Егоршин А.П. Управление персоналом. - Н.Новгород: НИМБ, 2016. - 624 с.
23. Исмаилова Э.С. Перспективы повышения эффективности управления деятельностью авиапредприятия (аэропорта) в условиях кризисного развития / Э.С. Исмаилова // Научные ведомости Белгородского государственного университета. Серия: Экономика. Информатика. – 2014. – Вып. № 7-1 (78), Т.14. – С. 66-71.
24. Казначеев Д.А. Исследование влияния транспорта на экономику региона [Электронный ресурс] / Д.А. Казначеев // Modern directions of theoretical and applied researches'2014. – Режим доступа: <http://www.sworld.com.ua/konfer34/518.pdf>
25. Кантор Е.Л. Экономика предприятия / Е.Л. Кантор.– СПб.: Издательский дом "Питер", 2016. – 218 с.
26. Кибанов А.Я., Захаров Д.К. Организация управления персоналом на предприятиях: учебное пособие. - М.: Центр экономики и маркетинга, 2016. - 188 с.
27. Климкович Н.И. Оценка эффективности функционирования организации [Электронный ресурс] / Н.И. Климкович. – Режим доступа: <http://www.simst.bsu.by/main/departments/realestate/staff/klimkovich/publications/2.pdf>
28. Кнорринг В.И. Теория, практика и искусство управления. - М.: Норма-Инфра, 2015. - 206 с.

29. Корпоративно-информационные системы для авиапредприятий: авиакомпании, аэропорты, агентства воздушных сообщений, авиатопливные операторы [Электронный ресурс]. – Режим доступа: <http://www.airsoft-bit.ru/airport>
30. Котлер Ф. Гостеприимство. Туризм: учебник для вузов / Ф. Котлер, Дж. Боуэн., Дж. Мейкенз. – М.: ЮНИТИ-ДАНА, 2014. – 1063 с.
31. Котов В.В. Как развивать инфраструктуру аэропортов / В.В. Котов // Транспорт Российской Федерации. – 2015. – № 3-4 (16-17). – С. 24-26.
32. Кравченко В.Н. Диагностика и оценка эффективности основной деятельности предприятия / В.Н. Кравченко, А.Ю. Лысенко // Экономика промышленности. – 2014. – №4, Т. 52. – С. 145-152.
33. Линькова Е. Знакомьтесь: положение о персонале // Кадровое дело. - 2017. - №7. - С.14.
34. Лисина Ю.Ю. Пути повышения эффективности деятельности предприятия / Ю.Ю. Лисина // Новые технологии. – 2011. – Вып. № 1. – С. 42-45.
35. Львовский Е.Н. Статистические методы построения эмпирических формул: учеб. пособие для ВУЗов / Е.Н. Львовский. – [8-е изд., перераб. и доп.]. – М., 2015. – 70 с.
36. Любушин Н.П. Анализ финансово-экономической деятельности предприятий / Н.П. Любушин, В.Б. Лещева, В.Г. Дьякова. – М.:ЮНИТИ-ДАНА, 2016. – 536 с.
37. Мазен Ахмед Ганем Аль-Суфи Разработка маркетингового стратегического плана аэропортов на основе модели SOSTRBFAC [Электронный ресурс] / Ахмед Ганем Аль-Суфи Мазен. – Режим доступа: http://www.nbuu.gov.ua/old_jrn/natural/vcpi/TPtEV/2010_62/2_01.pdf
38. Мазурова И.И. Анализ эффективности деятельности предприятия: учеб. пособ. / И.И. Мазурова, Н.П. Белозерова, Т.М. Леонова, М.М. Подшивалова. – СПб.: Изд-во СПбГУЭФ, 2017. – 113 с.

39. Макогонов В. Тренинг на производстве – быстро и эффективно / В. Макогонов // Аэропорты. Прогрессивные технологии. – 2015. – № 3 (68). – С. 38-41.
40. Максимова С.Ю. Формирование и развитие транспортной инфраструктуры региона: автореф. дис. канд. экон. наук: 08.00.05 / С.Ю. Максимова. – Ставрополь, Сев. – Кав. гос. техн. ун-т, 2014. – 21 с.
41. Akhmetshin, E.M., Brager, D.K., Pokramovich, O.V., Andreyko, M.N. and Aleynikova, M.Y., 2018. Modern theoretical and methodological approaches to personnel management in manufacturing enterprises. *Espacios*, 39(31), p.11.
42. APPLICATION OF THE BALANCED SCORECARD AS A STRATEGIC MANAGEMENT TOOL IN PRACTICE: A CASE OF SLOVAK TOURISM SECTOR. *GeoJournal of Tourism and Geosites*, 24 (1), pp 19–28.
43. Boss, R. W. (1983). Team building and the problem of regression: The personal management interview as an intervention. *The Journal of applied behavioral science*, 19(1), 67-83.
44. Braun, A.D., Graf, I.J. and Perelman, S.D., International Business Machines Corp, 2013. Implementing key performance indicators in a service model. U.S. Patent
45. Bassioni, H.A., Price, A.D. and Hassan, T.M., 2004. Performance measurement in construction. *Journal of management in engineering*, 20(2), pp.42-50.
46. Bell, Emma, Scott Taylor, and Richard Thorpe. "Investors in people and the standardization of professional knowledge in personnel management." *Management learning* 32.2 (2001): 201-219.
47. Carol Taylor Fitz-Gibbon (1990), "Performance indicators", *BERA Dialogues* (2), ISBN 978-1-85359-092-4 Key Performance Indicators – What Are Key Performance Indicators or KPI Key Performance Indicators: Establishing the Metrics that Guide Success, accessed 23 April 2016

48. Choudhary, H.S., Fletcher, T.A., Bingham, B., Hsiao, F.I. and Reyes, B.C., Splunk Inc, 2016. Monitoring service-level performance using a key performance indicator (KPI) correlation search. U.S. Patent.
49. Cai, Jian, Xiangdong Liu, Zhihui Xiao, and Jin Liu. "Improving supply chain performance management: A systematic approach to analyzing iterative KPI accomplishment." *Decision support systems* 46, no. 2 (2009): 512-521.
50. Costa, D. B., Formoso, C. T., Kagioglou, M., & Alarcon, L. F. (2004). Performance measurement systems for benchmarking in the construction industry. Proceedings for IGLC-12, Copenhagen, Denmark.
51. Cole GA. Personnel and human resource management. Cengage Learning EMEA; 2002.
52. Dillon, L. 1990. Can Japanese methods be applied in the western workplace *Quality Progress* (October): 27-30. (Summary).
53. Ding, Steven X., et al. "A novel scheme for key performance indicator prediction and diagnosis with application to an industrial hot strip mill." *IEEE Transactions on Industrial Informatics* 9.4 (2012): 2239-2247
54. Employee Performance Appraisals SHRM: Performance Appraisal
55. Fedotova, M. A., Tikhonov, A. I., & Novikov, S. V. (2018). Estimating the effectiveness of personnel management at aviation enterprises. *Russian Engineering Research*, 38(6), 466-468.
56. Fedotova, M. A., A. I. Tikhonov, and S. V. Novikov. "Estimating the effectiveness of personnel management at aviation enterprises." *Russian Engineering Research* 38, no. 6 (2018): 466-468.
57. Gupta, Narendar Mohan, and Lileswar Kaman. "Personal management of 57 consecutive patients with esophageal perforation." *The American journal of surgery* 187.1 (2004): 58-63.
58. Gennard, J., & Kelly, J. (1994). Human Resource Management: the Views of Personnel Directors. *Human Resource Management Journal*, 5(1), 15-30.

59. Hopkins, Bryan, and James Markham. E-HR: using intranets to improve the effectiveness of your people. Routledge, 2018
60. Hayes, R. H. 1981. Why Japanese Factories Work, Harvard Business Review (July-August): 57- 66. (Summary). Hiromoto, T. 1988. Another hidden edge: Japanese management accounting. Harvard Business Review (July-August): 22-25.
61. Key performance indicator access mode : <https://www.klipfolio.com/resources/articles/what-is-a-key-performance-indicator>
62. Konin, Jeff. Management Strategies in Athletic Training, 5E. Human Kinetics, 2018.
63. Konin, Jeff. Management Strategies in Athletic Training, 5E. Human Kinetics, 2018. Kearney, Richard. Public sector performance: management, motivation, and measurement. Routledge, 2018
64. Liang, Chiung-Ju, Ying-Li Lin, and Hsiu-Feng Huang. "Effect of core competence on organizational performance in an airport shopping center." Journal of Air Transport Management 31 (2013): 23-26.
65. Lundy, O. (1994). From personnel management to strategic human resource management. International Journal of Human Resource Management, 5(3), 687-720.
66. Lavy, Sarel, John A. Garcia, and Manish K. Dixit. "Establishment of KPIs for facility performance measurement: review of literature." Facilities 28.9/10 (2010): 440-464.
67. Motivation of personnel in an innovative business climate. European Research Studies Journal, 21(1), pp.352-361.
68. Martin J.R.W.K.shelb R.C.Snyder, and J.C.Sparling 1992 comparing the practices of U.S.A and Japanese compnies:The implication for management accounting.journal of cost management spring P 6-14
69. Officiel web site Personal management [Electronic resource]. access mode : [//alwatannews.net/article/609703](http://alwatannews.net/article/609703)

70. Officiel web site Air port international kyiv zhuliany [Electronic resource]. acces mode : <https://api.iev.aero/media/finance/files/>
71. Officiel web site International Airport zhuliany [Electronic resource]. access mode : <https://iev.aero/en/press-centre/stats>
72. Performance Indicators or KPI Key Performance Indicators: Establishing the Metrics that Guide Success, accessed 23 April 2016
73. Petroni, Giorgio, Karen Venturini, and Chiara Verbano. "Open innovation and new issues in R&D organization and personnel management." *The International Journal of Human Resource Management* 23, no. 1 (2012): 147-173.
74. Purcell, J. (1999). Best Practice and Best Fit: Chimera or cul-de-sac? *Human Resource Management*, 9(3): 26-41
75. Ramaswamy, E.A. and F. B. Schiphorst, (2000). Human Resource Management, Trade Unions and Empowerment: Two Cases from India, *International Journal of Human Resource Management*, 11(4): 664-80
76. Setijono, Djoko, and Jens J. Dahlggaard. "Customer value as a key performance indicator (KPI) and a key improvement indicator (KII)." *Measuring Business Excellence* 11.2 (2007): 44-61.
77. Sinclair, David, and Mohamed Zairi. "Effective process management through performance measurement: part I—applications of total quality-based performance measurement." *Business Process Re-engineering & Management Journal* 1, no. 1 (1995): 75-88.
78. Schuler, R. S., (1992). *Strategic Human Resource Management: Linking the People with the Strategic Needs of the Business*, *Organisational Dynamics*, 21(3): 18-32.
79. Schuler, R. S. and Jackson, S. E. (2002). *Strategic Human Resource Management*. Blackwell Publishers, Oxford, UK.
80. Sharma, I. J. 1984. The Culture Context of Indian Managers, *Management and Labour Studies*, 9: 72-80.
81. Sharma, R. D. (1992). Management Training in India, Its Nature and Extent, *International Journal of Manpower*, 13(2): 41-54.

82. Singh, K. (2000). Effect of Human Resource Practices on Firm Performance in India, *Indian Journal of International Relations*, 36(1): 1-23.
83. Singh, K. (2003). Strategic HR Orientation and Firm Performance in India, *International Journal of Human Resource Management*, 14(4): 530-43.
84. Singh, K. (2004). Impact of HR Practices on Perceived Firm Performance in India, *Asia Pacific Journal of Human Resources*, 42(3): 301-17.
85. Sodhi, J. S., (1994). Emerging Trends in Industrial Relations and Human Resource Management in Indian Industry, *Indian Journal of Industrial Relations*, 30: 19-37.
86. Sparrow, P. R. and P. S. Budhwar, (1997). Evaluating Levels of Strategic Integration and Development of HRM in India, *The International Journal of Human Resource Management*, 8(4): 476-94.
87. Storey, J. (1992). *Development in the Management of Human Resources: An Analytical Review*. Blackwell Publishing, Oxford, UK.
88. Storey, J. (1995). *Human Resource Management: A Critical Text*. Thompson Business Press, London, UK.
89. Storey, J. (1997), *Developments in the Management of Human Resources: An Interim Report*. Warwick Papers on Industrial Relations.
90. Tighe, S.L. and Covalt, M., 2008. Implementation of an airport pavement management system. *Transportation Research Circular*, (E-C127).
91. Tyson, Shaun. "The management of the personnel function." *Journal of Management Studies* 24.5 (1987): 523-532.
92. Tayeb, M. H., (1987). Contingency Theory and Culture: A Study of Matched English and Indian Manufacturing Firms', *Organisation Studies*, 8: 241-61.
93. Tompkins, J. (2002). Strategic Human Resources Management in Government: Unresolved Issues. *Public Personnel Management*, 31(1): 95-110.
94. Ulrich, D., (1997). *Human Resource Champions: The Next Agenda for Adding Value and Delivering Results*. Harvard Business School Press, Massachusetts, USA.

95. Velimirović, D., Velimirović, M., & Stanković, R. (2011). Role and importance of key performance indicators measurement. *Serbian Journal of Management*, 6(1), 63-72.
96. Venkata Raman, C. S. (1995). Economic Liberalization and the Transformation of Industrial Relations Policies in India, in A. Verma, T.A. Kochan and R. D. Lansbury, *Employment Relations in the Growing Asian Economies*. Routledge, London.
97. Wyatt, J. (2004). Scorecards, dashboards, and KPIs keys to integrated performance measurement: to effectively measure performance, providers need more than just a balanced scorecard; they also must be able to access performance data from a central data warehouse. *Healthcare financial management*, 58(2), 76-81.
98. Watson, T. (2005). Organisations, Strategies and Human Resourcing. In Leopold J., Harris, L. and Watson, T., *The Strategic Managing of Human Resources*. 1-33, Pearson Education, London, UK.
99. Wright, P. M., T.M. Gardner, L. M. Moynihan and M. R. Allen, (1995). The Relationship between HR Practices and Firm Performance: Examining Casual Order, *Personal Psychology*, 58(2): 409-47
100. Yin, Shen, Xiangping Zhu, and Okyay Kaynak. "Improved PLS focused on key-performance-indicator-related fault diagnosis." *IEEE Transactions on Industrial Electronics* 62, no. 3 (2014): 1651-1658.