

## SUMMARY

**Subject matter:** The analysis and improvement of the personnel policy in a small business organization (taking “Zhilio-Komfort”, Ltd. as an example).

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**Customer organization:** “Zhilio-Komfort”, Ltd.

**Topicality of the research:** The problems of personnel selection and retention in organizations of small business are important in the conditions of severe market competition. When setting up a small firm one should pay special attention to the basics of personnel policy, and, subsequently, to career growth, improvement of qualifications, personnel certification. The improvement of personnel policy is especially vital for small firms, as not all of them have personnel departments, not everywhere this work is done systematically and skillfully.

**Objective of the research:** the analysis of the personnel policy of a small business organization and search of the directions of its improvement.

**Tasks of the research:** 1) to study personnel policy of small businesses in modern socio-economic conditions; 2) to reveal the special features and problems of personnel policy in small business organizations; 3) to characterize the performance of the small business “Zhilio-Komfort”, Ltd.; 4) to analyze the realization of the personnel policy of “Zhilio-Komfort”, Ltd.; 5) to substantiate the need for and determine the principles of the improvement of the personnel policy of “Zhilio-Komfort”, Ltd.; 6) to develop the proposals for improving the personnel policy of “Zhilio-Komfort”, Ltd.

**Theoretical significance of the research:** the generalization of the modern trends of the organization and development of personnel policy and personnel management in small businesses of the Russian Federation; broadening of knowledge

in the sphere of the improvement of personnel policy of small businesses in its separate blocks.

**Practical significance of the research:** the possibility of the application by the small business “Zhilio-Komfort”, Ltd. of the developed directions of the improvement of its personnel policy in the main problem blocks.

**Result of the research:** we have 1) studied personnel policy of small businesses in modern socio-economic conditions; 2) revealed the special features and problems of personnel policy in small business organizations; 3) characterized the performance of the small business “Zhilio-Komfort”, Ltd.; 4) carried out the analysis of the realization of the personnel policy of “Zhilio-Komfort”, Ltd.; 5) substantiated the need for and determined the principles of the improvement of the personnel policy of “Zhilio-Komfort”, Ltd.; 6) developed the proposals for the improvement of the personnel policy of “Zhilio-Komfort”, Ltd.

**Recommendations** for the improvement of the personnel policy of “Zhilio-Komfort”, Ltd. in the aspect of the main blocks:

- *search for, selection and enrollment:* to carry out the search for new employees through all specialized Internet-sites; to promptly place the information about the current vacancies on the official website of the firm; to show the level of payment that corresponds to the really established tariffs;
- *adaptation, job placement of new employees:* to adopt the individual planning of the adaptation of young specialists; to adopt the "learning-by-doing" model;
- *work payment system:* to adopt the advanced system of personnel motivation; to raise the median tariff rate by saving on other items; not to allow the groundless gaps between the payment rates; to build a transparent system of work payment on the basis of the efficiency indicators; to use the effective means of stimulation; to precisely differentiate between the compulsory, additional and compensatory social packages;
- *personnel training and development:* to adopt "learning-by-doing";

- *personnel rotation, in-house personnel promotion*: temporary employees should be kept in personnel reserve; to redouble attention to the individual career growth;
- *termination of labor relations*: to adopt the whole complex of the proposed measures for the previous blocks to reduce personnel turnover.