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Ukraine

EVALUATION OF THE LEVEL OF THE USAGE OF SOCIAL INSTRUMENTS FOR HUMAN RESOURCE MANAGEMENT: EXAMPLE OF AGRO-PROCESSING ENTERPRISES OF UKRAINE

Purpose. *The purpose of the article is to suggest an evaluation method of the level of the usage of social instruments for human resource management by example of agro-processing enterprises of Ukraine.*

Methodology / approach. *The research described in the article was carried out according to the method developed by the authors for evaluation of the level of the usage of social instruments for human resource management on the enterprise. This method is based on the self-evaluation of social instruments for human resource management by HR managers together with top managers of the enterprise, comparing these results with the desired indicators of development of each of the social instruments in accordance to strategic guidelines, and development of a Plan of actions on the development of social instrument for human resource management.*

Results. *According to the results of authors' method approbation of analysis of the level of the usage of social instruments for human resource management on the agro-processing enterprises of Ukraine it is established that the usage of social instruments of human resource management by these enterprises is estimated as average (41–58 points). The predominant social instruments for human resource management on the enterprises under investigation are the welfare of employees and working life, planning and development of employees' career, efficiency management and conflict management. The low level of the usage of social instruments of employees' participation in enterprise management, setting-up of effective social partnership, feedback, counseling and coaching reflect the out-of-date understanding of the staff as a work force rather than the most important resource. On the basis of the conducted analysis it was determined that unsystematic usage of social instruments for human resource management is observed at the enterprises of agro-processing industry of Ukraine. Neglecting of the social instruments as an important factor of formation of human resource of an enterprise and increasing its competitiveness reduces industrial and innovative development of an enterprise in general.*

Originality / scientific novelty. *The methodical provisions for evaluation of the level of the usage of social instruments for human resource management on the enterprise are improved. For the first time the content of each social instruments of human resource management is offered and a total scale for evaluation of the level of the usage of social instruments for human resource management on the enterprise and the characteristics of each level are submitted.*

Practical value / implications. *The proposed authors' evaluation method of the level of the usage of social instruments for human resource management of the enterprise is successfully tested*

at the agro-processing enterprises of Ukraine and it demonstrates its viability and practical usefulness. The evaluation method is recommended for enterprise's HRM services as a tool to evaluate the level of the usage of social instruments for human resource management.

Key words: human resource, social instruments for human resource management, evaluation, efficiency, HRM service, agro-processing industry.

Introduction and review of literature. The current state of the world economy, based on social and institutional transformations and the consequences of the spread of COVID-19 infection, requires the search for some new approaches to the enterprise management. Moreover, they are connected with both management systems in general and human resource management in particular. The scientific works of a great number of scientists (Akdere & Egan, 2020; Burkovska & Romanchyk, 2016; Havrysh, Dovhan, Kreidych & Semenchenko, 2017; Khuong, Mai & Phunga, 2020; Kozlov & Teslya, 2017; Korte & Mercurio, 2017; Krishnan & Scullion, 2017; Matookchund & Steyn, 2019; Miković, Petrović, Mihić, Obradović & Todorović, 2020; Paniuk, 2016; Pysmenna, 2017; Roumpi, Magrizzos & Nicolopoulou, 2019; Schaupp, 2020; Schultz, 1961; Uresha & Opatha, 2020; Yakhontova, 2003) prove that the best results in economic development are achieved by those enterprises which have provided favourable conditions for the realization of employees' creative abilities and introduce some innovative technologies for human resource management. Due to this, managers often turn to the usage of socio-psychological management methods, those in combination with democratic or liberal leadership style let the staff develop their intellectual potential and form the basis for the implementation of social instruments of human resource management. These instruments ensure the maximum use of human potential, its constant development and help the enterprise to function under the conditions of innovative, informational and industrial dynamism.

One of the fundamentally essential tasks of social instruments of human resource management is to help employees become more effective in their activities. Employers depend on the work effectiveness of their employees in the process of achieving organizational objectives and tasks, while employees have their motivational needs for development, acknowledgment, job status and achievements, which can and furthermore should be fulfilled via job satisfaction and via work success (Serniak, 2019). The attention of scientists and practitioners to social instruments of working with staff in enterprises should be explained by the increasing of effectiveness of non-material means of employees' motivation in terms of staff mobility and of high competition in the job market on the one hand; and on the other hand, the global economy of all kinds of resources, financial in particular, encourages companies to look for some new ways how to improve management efficiency (Serniak, 2019).

The implementation of social instruments of human resource management in enterprises, including the application of the mechanism of its formation, is preceded by the evaluation of the level of usage of a set of social instruments which comprises the efficiency management, conflict management, leadership development and

teambuilding, planning and progress of employee career, reinforcing of employees' participation in enterprise management, ensuring the well-being of employees and the quality of working life, introducing of innovative forms of training and staff development, having feedback, counseling and coaching, establishing effective social partnership, improving the informational system of human resources.

The purpose of such evaluation is to identify the state of the usage of social instruments for human resource management by enterprises, to determine the tendencies and prospects of its development, and to establish the impact of social instruments on enterprise development. Taking to consideration the fact that social instruments for human resource management do not belong to the categories reflected in accountant or statistic data, their implementation mostly depends on the will and awareness of management of a given enterprise or on the staff management service. Meanwhile, it complicates the evaluation of the usage of social instruments for human resource management and makes its efficiency dependent on the experts' experience and qualification.

The purpose of the article is to suggest an evaluation method of the level of the usage of social instruments for human resource management by example of agro-processing enterprises of Ukraine.

The following tasks were identified and solved to achieve this goal: to describe the levels of the usage of social instruments for human resource management of the enterprise; to determine the content of social instruments for human resource management; to analyze the state and level of the usage of social instruments for human resource management on the example of agro-processing enterprises of Ukraine.

Results and discussion. Under the social instruments for human resource management we understand a set of human oriented management measures and decisions aimed at using of human abilities and skills to the highest degree, its constant development and accumulation of knowledge, skills, abilities of employees, in order to increase the competitiveness and to ensure the sustainable development of the enterprise. Specified in definition the capitalization of employees' knowledge and skills includes both achieving effective results of individual employee professional activity and steady growth of organizational capacity and efficiency of the enterprise.

Evaluation of the usage of social instruments for human resource management is carried out with the help of general empirical research methods, namely: observation, surveys and questionnaires. Each of these methods is characterized by a divergent way of study of the subject. We have to confess that observation provides superficial information concerning the usage of social instruments for human resource management, whereas the survey provides the feedback from employees and managers based on their personal experience in this matter. As a form of survey, questionnaire has some significant advantages in the form of maximum formalization, high comparability of results, and the possibility of usage of informational technology in order to distribute the questionnaire papers and to handle the responses to them, which increases their reliability.

We suggested supplementing the existing methodical issues on the evaluation of the usage of social instruments for human resource management by enterprise with the authorial method which is based on the evaluation performed by the heads of staff management service and staff managers. The mentioned above managers should evaluate the level of the usage of each of the ten social instruments for human resource management in practice in accordance with a 10-point scale. The lowest score is “1”, the highest score is “10”, “0” shows the absence of specific social instrument.

Furthermore, the following total scale of the level of the usage of social instruments for human resource management are proposed: up to/below 20 points – social instruments are not used; 21–40 points – low level; 41–60 points – medium level; 61–80 points – satisfactory level; 81–100 points – high level. The characteristics of these levels are provided in Table 1.

Table 1

The characteristics of the levels of the usage of social instruments for human resource management

Evaluating scale	Characteristics of the level of the usage of social instruments
1	2
Up to 20 points	<i>Social instrument is not used</i> – the staff work effectiveness on the enterprise is defined not by achievements but by the time spent on the enterprise. The system of staff management does not have enough time for adaptation to environmental factors; conflicts often arise, majority of these conflicts turn into long term and regular ones; the employees are completely indifferent to the assignments they are given and do not associate themselves with the enterprise they work in; not all workers are ready to work as a team, to cooperate, the team spirit is absent; mostly they outperform reducing total productivity; involvement of employees in the management of the enterprise has the form of meetings which are mainly rather informative than counseling; distrust is in the air and creativity and initiative are not supported; the relations between social partners are not fixed in internal documents and are absent in fact; the human resource management is too formal and bureaucratic, so it is only as personnel accounting.
From 21 to 40 points	<i>Low level</i> – the method of periodic classification is used to evaluate an employee work effectiveness on the enterprise; conflicts are perceived negatively, the typical strategies of behavior in controversial situations are adaptation, ignoring and rivalry; teambuilding is mainly reduced to sticking to the inner rules and subordination but is not focused on cooperation for achieving results; career promotion often depends on the time an employee works on enterprise, as a result, leadership is not encouraged; the most common form of employee participation in enterprise management is meeting and rare counseling which are mainly used to collect ideas but not to make decision; feedback exists vertically between the heads of departments; social partnership is performed only within the limits of legislative minimal guarantees and requirements; the staff management service or accounting office uses only common computer programs of human resource management (namely tables Excel or 1C Enterprise. “Salary and staff management”), but only to simplify accounting data and to form inner and outer reports.
From 41 to 60 points	<i>Medium level</i> – the evaluation of staff effectiveness is carried out with the help of traditional methods (ranking, pairwise comparison, graphical ranking and others); conflicts are perceived negatively but managers of an enterprise and staff management service do not allow them to develop into a destructive form; leadership is encouraged but only for heads of departments rather than employees, situational leadership (based on particular tasks) of employees is allowed; the teams try to make common decisions, there is a feeling of employees’ involvement in a team; there is a staff reserve for management positions, which is updated from time to time; there are collegial structural formations on the enterprise consisting of

Continuation of Table 1

1	2
	employees and they have the right of advisory vote; there is also an additional overstate-guaranteed system of benefits and compensation for heads of departments; the accidental innovative form of training is also can be found but as a rule for heads of departments and representatives of creative professions (e.g. marketers); feedback and counseling are more helpful for a manager but it is not used as an instrument to increase an employee work effectiveness; relations between social partners are regulated by collective agreement which includes written means of motivational influence on an employee; the staff management service uses the informational systems for human resource management and to generate information for managers.
From 61 to 80 points	<i>Satisfactory level</i> – the evaluation of staff efficiency is carried out with the help of modern methods (management by objectives, method of 360 degrees, evaluation using customers' feedback and others); conflicts are rare, negotiation and cooperation help to decrease hostility and to weaken emotions, conflicts are solved on the team level; leadership is considered as a value and is encouraged among staff by implementing external training program; there is a role division in a team, employees are cooperative and united, there is a positive experience of team work; there are individual career developing plans for employees, the possibilities of vertical and horizontal development are also present; the employees are involved in decision making process with the voting rights on the middle and lower management levels; there is an additional overstate-guaranteed system of benefits and compensation for a highly demanded staff but it is not fair; an effective system of employee safety at the workplace and on the territory of the enterprise is developed; innovation forms of trainings are not used regularly and with the engagement of specialists from other spheres; feedback and counseling are used to improve staff efficiency, coaching as an innovative method of training is introduced; the collective agreement between the administration and employees of an enterprise is the object of thorough discussion of employees and contains the issues concerning staff participation in the enterprise management; the informational system e-HRM is used by the staff management service, by a great number of employees and managers for human resource management, for exchanging of information, for trainings and staff development.
From 81 to 100 points	<i>High level</i> – managing of efficiency is a continuous process and includes the staff evaluation, the development of advancing program, achievement of results, reevaluation and up along the spiral winding; everyone knows the process of solving of controversial questions, they are accepted as a resource for increasing work efficiency and for making mutual decisions; there is a friendly and trustworthy atmosphere; leadership is an important condition for the enterprise strategy implementation, it is developed due to inner and outer training programs and self-development; the effective usage of strong points of team members, the development of steady horizontal bonds within employees; the individual career developing plans are made up taking into account the suggestions of employees on the basis of self-evaluation; employees take part in making strategic decisions of enterprise on the highest level of management; the system of benefits and compensation exceeds the state-guaranteed level, fulfills motivational function and it is flexible and fair to everyone, meets employees' expectations; the measures of care about health of employees and the comfortable professional environment that, in particular, allows to prevent professional burnout are introduced; various innovative forms of training and development of employees are introduced, there are some training centers for employees of different professional and qualification levels and for management staff; there is a developed and progressive culture of feedback and counseling and coaching are used to advance the staff work efficiency and to create a favourable morale and psychological atmosphere in the team and to form a feeling of job satisfaction; the collective agreement is regularly updated for the mutual needs of social partners, it contains all social instruments for human resource management recorded and helps to increase the staff work efficiency; the information system of human resource management serves as a corporate memory of an enterprise.

Source: developed by the authors.

In general, the evaluation procedure of the level of the usage of social instruments for human resource management in accordance to the offered method includes several stages.

On the first stage, preparatory one, the staff management service has to prepare materials and gather additional data about the usage of some social instruments in structural departments of enterprise. Systematization of this information provides more or less objective situation of the usage of social instruments for human resource management since a lot of enterprises use the separate components of social instruments in various forms, but due to the unsteady character of this activity managers may not even know that they use a definite social instrument. The creation of essential content of each social instrument could be a great help for an enterprise on this stage (Table 2).

Table 2

The content of social instruments for human resource management

Social instrument	Content
Management of efficiency	<p>The efficiency of staff work is determined by the achievements.</p> <p>The common methods (ranking, pairwise comparison, graphical rating, periodic certification and others) as well as modern methods (management by objectives, method of 360 degrees, evaluation with the help of customer feedback and others) are used to evaluate the efficiency of worker.</p> <p>Managing of efficiency is a continuous process and includes the staff evaluation, the development of advancing program, achievement of results, reevaluation and so on in a spiral.</p>
Conflict management	<p>Conflicts are rare, help to decrease hostility and to weaken emotions, conflicts are solved with the help of cooperation and negotiations.</p> <p>All employees know the process of solving of controversial questions. They are accepted as a resource for increasing work efficiency and for making mutual decisions.</p>
Leadership development and teambuilding	<p>Leadership is encouraged among managers as well as employees; there is feeling of participation of workers in the team.</p> <p>Leadership is acknowledged as a great value, and it is developed among the employees due to external training programs; there is a role division in a team, employees are cooperative and united.</p> <p>Leadership is developed with the help of inner and external training programs and self-development; the development of steady horizontal bonds within employees.</p>
Planning and development of employee's career	<p>There is employees' reserve for management positions, which is updated from time to time.</p> <p>There are individual plans of career development for all employees which were compiled taking to consideration any personal proposals and on the basis of self-estimation.</p> <p>There are possibilities of vertical and horizontal development.</p>
Enforcing employees' participation in enterprise management	<p>The participation of employees is performed through meetings, counseling and working in collegial formations.</p> <p>Employees take part in making decisions on enterprise on the lower, middle and highest levels of management.</p> <p>Employees have voting rights in the process of making decisions.</p>

Continuation of Table 2

Ensuring the welfare of employees and quality of working life	<p>There is an additional overstate-guaranteed system of benefits and compensation for managers and employees.</p> <p>The system of benefits and compensations is fair and open.</p> <p>The system of benefits and compensations fulfills a motivational function; it is flexible and meets the employees' expectations.</p> <p>Employees are guaranteed safety at the workplace and on the territory of the enterprise. The employer cares about the health of employees and a comfortable professional environment, in particular, prevents burnout or mitigates its consequences.</p>
Introduction of innovative forms of training and development for staff	<p>Innovative forms of training are introduced.</p> <p>The specialists of other spheres are welcomed for training staff. There are training centers for employees of different professional-qualification levels and for heads of the departments.</p>
Feedback, counseling and coaching	<p>The well-developed peculiarities of feedback exist.</p> <p>Counseling and coaching are used to advance the efficiency of the staff work.</p> <p>Feedback, counseling and coaching create favourable morale and psychological atmosphere in the team and form a feeling of job satisfaction.</p>
Setting-up of effective social partnership	<p>The collective agreement between administration and employees is the object of thorough discussion and contains issues concerning staff participation in the enterprise management.</p> <p>The collective agreement is regularly updated for the mutual needs of social partners.</p> <p>The collective agreement includes all social instruments for human resource management and helps to increase work efficiency of the staff.</p>
Development of informational system of human resources	<p>The staff management service or accounting office uses only common computer programs for human resource management (namely tables Excel or 1C Enterprise. Salary and staff management") to simplify accounting data and to form inner and outer reports.</p> <p>The informational system e-HRM is used by the staff management service, by a great number of employees and managers for human resource management, for exchanging of information, for trainings and staff development.</p> <p>The information system of human resource management serves as a corporate memory of an enterprise.</p>

Source: developed by the authors.

The content of social instruments for human resource management provided in Table 2 is not final and comprehensive. Every enterprise depending on its peculiarities and characteristic features can give supplements, but they should keep in mind and take into account the number of questions which have to be asked on the basis of each social instrument. It is necessarily to ask at least three questions to each social instrument.

The next stage is characterized by a direct evaluation of the level of the usage of social instruments for human resource management. This stage is based on setting points from 1 to 10 according to each social instrument. In case a definite social

instrument is not used at all, the evaluation is equal to 0. It means that no points should be set for this social instrument. Afterwards, all the points should be summed up in total figure and the final number can be seen. The third stage involves determining the level of the usage of social instruments for human resource management taking to consideration and based on the information given above in Table 1. The identified level indicates the current state or condition of the usage of social instruments for human resource management in general and each of them in particular. Moreover, this level shows the weaknesses in the system of human resource management that have to be improved and enhanced with the help of productive and effective means of formation of social instruments of human resource management.

Following the evaluation, for the HR managers together with top managers of an enterprise, it is necessary to identify the level they want to achieve in terms of the usage of social instruments. To fulfill this task, they have to choose those social instruments which will be improved. To facilitate this work, Plan of actions (Table 3) could be used. This Plan of actions is used to develop each social instrument.

Table 3

Plan of actions on the development of social instrument for human resources management

Level of the usage of social instrument which is planned to achieve:			
Social instrument 1:			
Level of formation of social instrument (personal, local, institutional)	What decisions need to be made and what means can be used to achieve changes?	The list of efficiency indicators that will prove and mark the achievement of the required level	How will these indicators help achieve the required level?
	1. 2. ...	1. 2. ...	1. 2. ...
Social instrument 2:			
Level of formation of social instrument (personal, local, institutional)	What decisions need to be made and what means can be used to achieve changes?	The list of efficiency indicators that will prove and mark the achievement of the required level	How will these indicators help achieve the required level?
	1. 2. ...	1. 2. ...	1. 2. ...
Social instrument ...			
Level of formation of social instrument (personal, local, institutional)	What decisions need to be made and what means can be used to achieve changes?	The list of efficiency indicators that will prove and mark the achievement of the required level	How will these indicators help achieve the required level?
	1. 2. ...	1. 2. ...	1. 2. ...

Source: developed by the authors.

The advantages of the above given method of evaluating of the level of the

usage of social instruments for human resource management are its relative simplicity and accessibility for personnel managers. To put this method in practice it does not require any prior training or preparation of experts and does not take much time. It is important to mention that it can be supplemented with some additional steps in accordance with the needs of an enterprise. To be exact, it may contain the evaluation of the usage of social instruments conducted by heads of departments or top-managers. HR managers can also add some essential characteristics to the content of certain social instruments which have been defined in the human resource management strategy of a particular enterprise.

Evaluation is only a part of a work which is based on the formation and development of social instruments for human resource management of an enterprise. It is not an objective in itself and has some disadvantages. To be sure, the level of objectivity can be increased supplementing the expert evaluation with quantitative calculations received with the help of other methods. For instance, social instrument of efficiency management should be evaluated simultaneously with the help of one of the given below methods, namely (Tkachenko, 2014):

- Management by Objectives (MBO) – it is an evaluation with the help of MBO method which is based on the common task formation by employee together with manager, and later the evaluation of the results of their implementation after the end of the reporting period. The reporting period usually coincides with the financial year. The system covers all positions in the company – from employees to top managers. The decisions which have been made as a result of the evaluation by MBO, are reviewing of salary, giving financial rewards and bonuses, praising with awards and presenting pricy gifts;

- Performance Management (PM) – it is an evaluation not only of the results but an evaluation of employees' competences as well, including those personal qualities that are necessary for employee to achieve the stated goals. Setting tasks and the evaluation of their performance is carried out by a manager and his/her employees, after that the results are discussed during the interview: reviewing of salary, giving financial rewards, bonuses, checking an individual plan of employee development, career promotion;

- Assessment-center (group or individual) – the method of evaluating employees by their competences in accordance with the given staff task. It includes behavioral/situational interview and cases which have been elaborated intentionally with the purpose to fit in the specific and required pool of competences. The choice of this method of evaluation depends on the purpose set. So, in order to select the proper candidates for the high positions and to evaluate the top-managers, the emphasis is put on the behavioral/situational interview, while in order to nominate employees to the staff reserve the emphasis should be put on business games.

One more example of quantitative methods that can be used simultaneously with the expert evaluation of the level of the usage of social instruments of human resource management and enforce its objectivity is to determine the profile of the effectiveness of a staff in accordance with methodology of “Hay Group” (Table 4). It

gives the opportunity to check up the effectiveness of employees of an enterprise and to define the further steps of managers and the staff management service in the direction of its improving. With this purpose, the respondents are asked to evaluate the level of two indicators “engagement” and “enablement”.

Table 4

Matrix of staff efficiency in accordance with methodology of “Hay Group”

Indicator		Involvement	
		low	high
Preconditions for success	high	SUSPENDED EMPLOYEES «I am productive but I am not involved»	EFFICIENT EMPLOYEES «I am productive and involved»
	low	INEFFICIENT EMPLOYEES «I am not productive and I am not involved»	DISAPPOINTED EMPLOYEES «I cannot be productive, even in case of my high involvement»

Source: improved by authors based on (Borysenko, 2017).

The profile of efficiency reflects the points to which the existing factors can contribute to or hinder the maximum productivity of staff work. Moreover, it can also help to understand what affects the level of employee involvement. On the basis of Table 4 it is possible to characterize the levels of the staff efficiency in the following way (Borysenko, 2017):

- efficient employees – are those employees who have a high level of involvement and preconditions for achieving success, they want and can make all the efforts performing their work. This group of employees is the most valuable for any enterprise;

- suspended employees – are those employees who perform the low level of involvement notwithstanding the fact that they have high preconditions for success. Increasing their efficiency is possible provided alleviating the reasons of their low involvement;

- disappointed employees – are those workers with the high level of involvement, but it is difficult for them to perform the high work productivity having not enough preconditions for success. As a result, they can first leave the work on an enterprise;

- inefficient employees – are those employees who perform low productivity having few preconditions for success and low involvement.

To monitor the level of the usage of social instruments for human resource management it is better to start with the analyses of its state according to the suggested evaluation method. It should be done regularly or at regular time intervals. The dynamics of evaluation will allow identifying the main characteristics of stability of the level and the state of the usage of social instruments of human resource management and to show whether they have some positive tendencies.

The economic analyses of the state and the level of the usage of social instruments of human resources management was conducted on the basis of such agro-processing enterprises of Ukraine as LLC “Zirka” (Kopychyntsi, Ternopil region), LLC “Sambir Poultry Plant”, LLC “Diary Plant “Sambirskyy”, PF “Bilaky”

(the village of Strilkovychi Lviv region), LLC “Batih” (the village of Sukhodil Ternopil region). The choice of these enterprises was based on the presence of staff management service (or the staff department on some of these enterprises) in their organizational structure. Furthermore, we chose these enterprises because of the ability to have access to staff information and to conduct the research at the enterprise directly.

All above-mentioned enterprises belong to the agro-processing brunch of industry and to the spheres of production of food products and beverages. They are located in Lviv and Ternopil regions of Ukraine. The number of staff at the enterprises under investigation ranged from 50 to 180 employees. The general characteristics of these above-mentioned enterprises are given in Table 5.

Table 5

The general characteristics of the Ukrainian agro-processing enterprises under investigation

Name	Trade mark	Production	Services
LLC “Zirka”	TM “Kopychyntsi sausages”	Sausages and different kinds of sausage production, semi-smoked sausages, pork, bacon, brisket, ham, meat rolls	Wholesale and retail sale of meat and meat products; cars, other devices, equipment and goods for rent; other personal services
LLC “Sambir Poultry Plant”		Broiler chicken, poultry, animal and domestic bird feed and mixes for domestic animals	
LLC “Diary Pant “Sambirskyy”	TM “Sambir”	Different kinds of hard rennet cheese, sweet creamy butter of 73 %	
PF “Bilaky”		Meat of pigs (pork), cattle, young cattle, bulls, horses, pigs, sows	Tanning of animal skins and decorating of animal skins, Tanning and dying of fur of animals, wholesale of meat and meat products, retail sail of meat and meat products in specialized shops
LLC “Batih”	TM “Novozbruchanska”	Bottled mineral water	Whole sale of beverages, retail sale in unspecialized shops and stores with food, beverages and tobacco products, delivery service (moving from one place to another), renting or hiring own or rented or hired real estate or equipment

Source: developed by the authors.

Each of these five above-mentioned agro-processing enterprises of Ukraine was being examined during the period from 2018 till 2019. The generalized results of the

evaluation of the level of the usage of social instruments of human resource management on the agro-processing enterprises under investigation according to the suggested methods are given in Table 6.

Table 6

The level of the usage of social instruments for human resource management on the Ukrainian agro-processing enterprises under investigation, 2018-2019

Enterprises	The usage of social instruments for human resource management, points										Totally
	Management of efficiency	Conflict management	Leadership development and teambuilding	Planning and development of employees' career	Enforcing employees' participation in enterprise management	Ensuring the welfare of employees and quality of working life	Introduction of innovative forms of training and development for staff	Feedback, counseling and coaching	Setting-up of effective social partnership	Development of informational system of human resources	
LLC "Zirka"	7	7	4	5	3	6	5	0	2	4	43
LLC "Sambir Poultry Plant"	6	6	5	6	4	8	7	1	3	6	52
LLC "Diary Plant "Sambirskyy"	7	6	7	7	4	7	7	3	4	6	58
PF "Bilaky"	5	6	6	7	3	8	5	2	1	4	47
LLC "Batih"	5	5	6	6	3	7	4	0	1	4	41

Source: developed by the authors.

According to the results of the evaluation, the level of the usage of social instruments for human resource management of enterprises of the agro-processing industry of Ukraine is established as a medium level (41–58 points). The predominant social instruments for human resource management on the enterprises under investigation are the welfare of employees and working life, planning and development of employees' career, management of efficiency and conflict management. The low level of the usage of social instruments for human resource management is seen in the following social instruments: employees' participation in enterprise management, setting-up of effective social partnership, feedback, counseling and coaching. They reflect the out-of-date understanding of staff as a work force rather than staff as an important resource of any enterprise. Therefore, the agro-processing enterprise of Ukraine should pay more attention to the usage of social instruments for human resource management.

Taking into consideration the defined level of the usage of social instruments for human resource management, HR managers together with managers and the owners of the enterprises under investigation pointed out the possible and desired indicators of development of each of the social instruments in accordance to strategic guidelines. The results of the evaluation were compared to the planned levels and to

the maximum possible meanings and are displayed on Fig. 1–5.

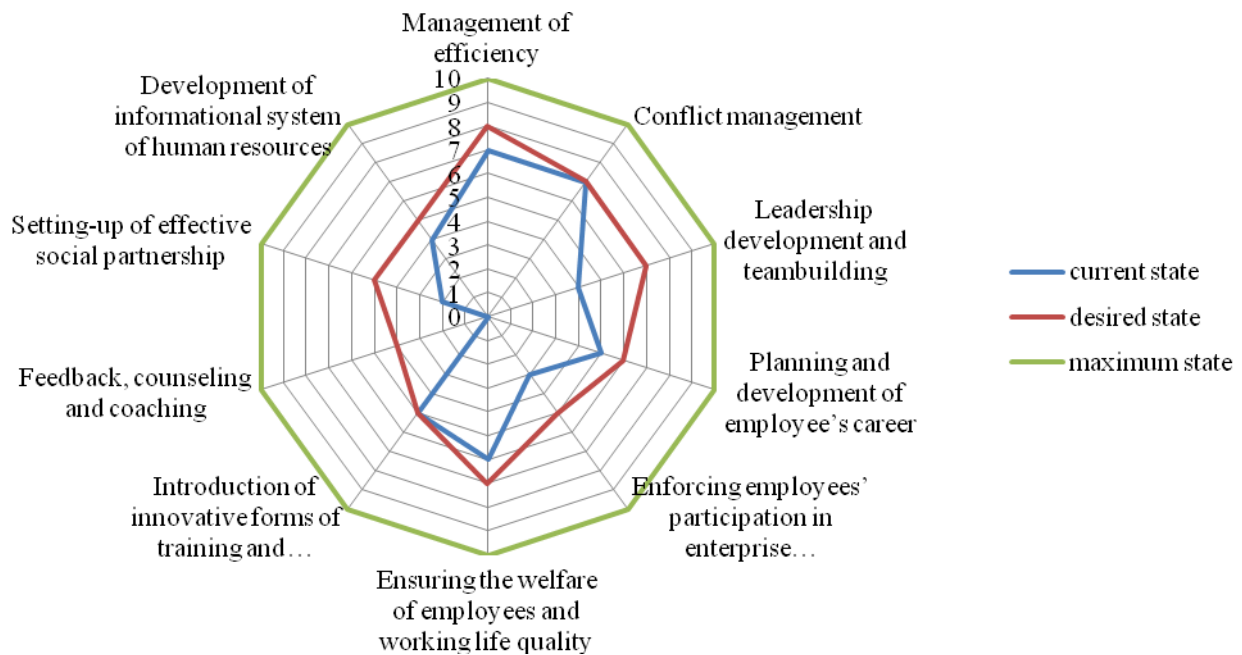


Fig. 1. The diagram of the usage of social instruments for human resource management on LLC "Zirka" (Ukraine)

Source: developed by the authors.

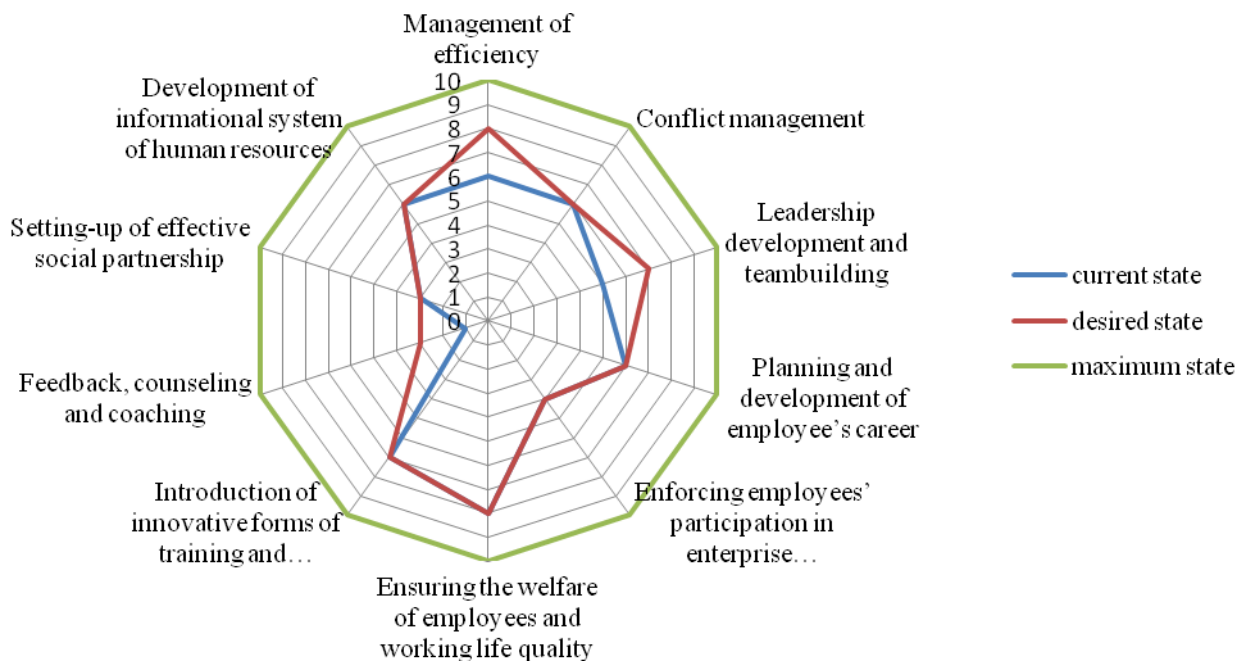


Fig. 2. The diagram of the usage of social instruments for human resource management on the LLC "Sambir Poultry Plant" (Ukraine)

Source: developed by the authors.

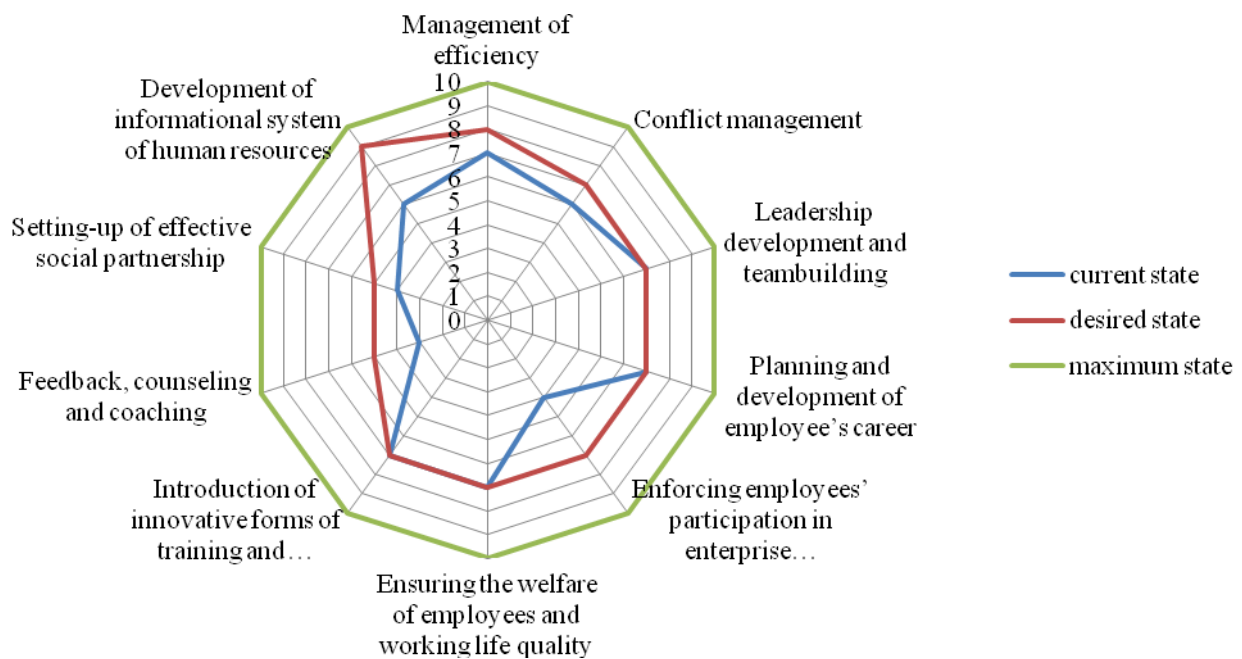


Fig. 3. The diagram of the usage of social instruments for human resource management on LLC "Diary Plant "Sambirskyy" (Ukraine)

Source: developed by the authors.

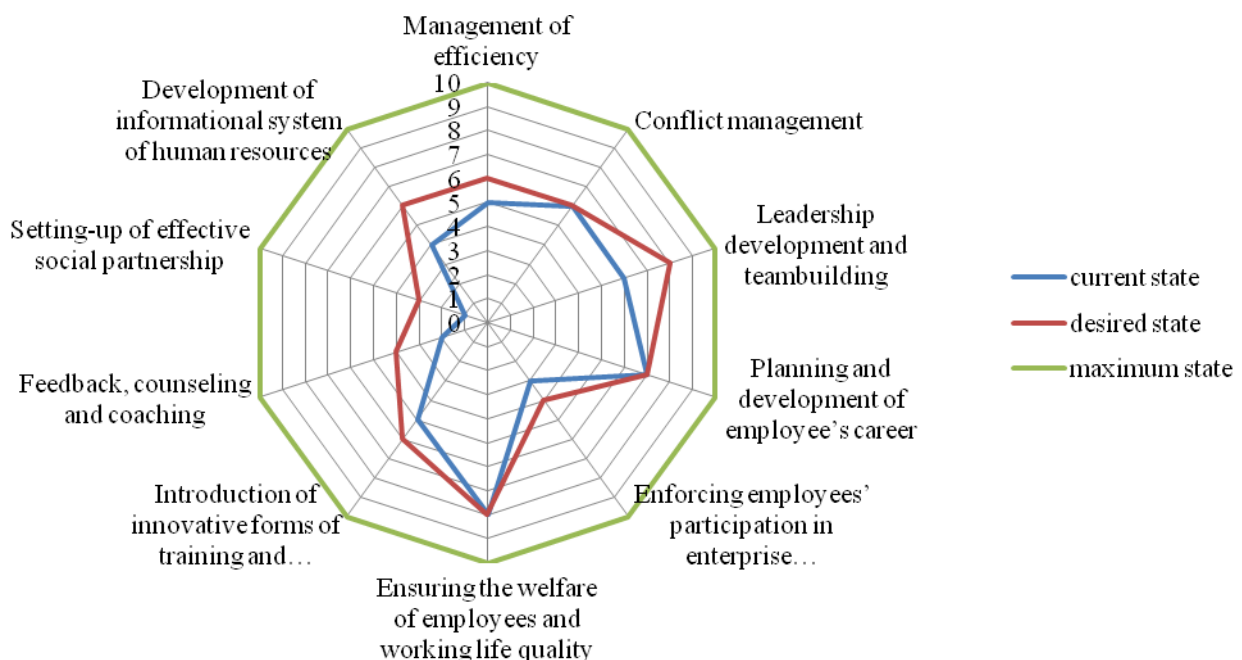


Fig. 4. The diagram of the usage of social instruments for human resource management on PF "Bilaky" (Ukraine)

Source: developed by the authors.

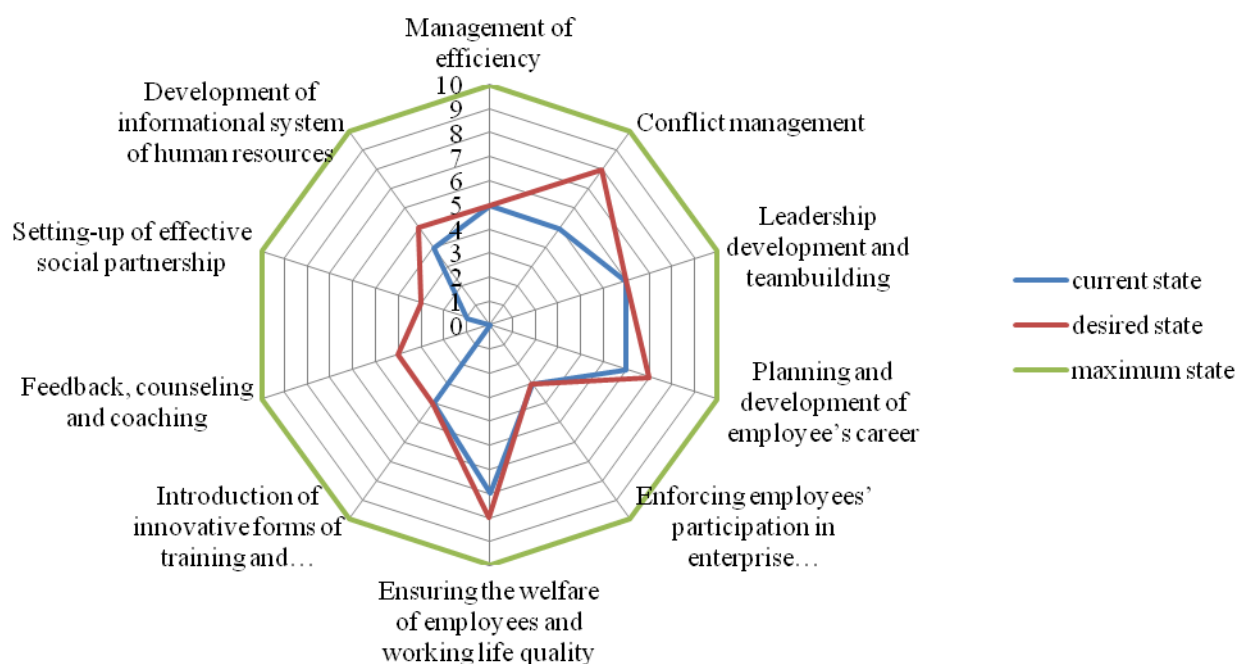


Fig. 5. The diagram of the usage of social instruments for human resource management on LLC “Batih” (Ukraine)

Source: developed by the authors.

These schematic images clearly demonstrate to the managers of an enterprise the possible range of development of social instruments for human resource management from the current state to the maximum possible one. It should be pointed out that the achieving of the highest level of the usage of social instruments cannot be short-perspective task. Even if the managers of the enterprises are ready to set such a goal, it can be unachievable for the staff. It is recommended to move from one level to another one gradually or to be progressive within one level in order not only to form and develop some social instruments but also to ensure the improvement of competitiveness of an enterprise, its efficiency and performance with its help as well.

Conclusions. The methodical provisions for evaluation of the level of the usage of social instruments for human resource management on the enterprise are improved. The proposed authors' method of the evaluation of the level of the usage of social instruments for human resource management of the enterprise was successfully tested at the agro-processing enterprises of Ukraine and it demonstrates its viability and practical usefulness. It allows enterprises to identify hidden resources in human resource management that can encourage employees to work more effectively. We recommend this method to HRM services of agro-processing enterprises to evaluate the level of the usage of social instruments for human resource management.

On the basis of the conducted analysis we determined that unsystematic usage of social instruments for human resource management is observed at the enterprises of agro-processing industry of Ukraine. In particular, the surveyed enterprises demonstrated a medium level of the usage of social instruments for human resource

management. Such neglecting of the social instruments as an important factor of formation of human resource of an enterprise and increasing its competitiveness reduces industrial and innovative development of an enterprise in general. Therefore, domestic agro-processing enterprises should pay more attention to the usage of a complex of social instruments for human resource management, which will purposefully use the efforts of employees to improve the efficiency and effectiveness of these enterprises.

Further research should be aimed at specification of indicators of efficiency of social instruments for human resource management and factors which influence its development. In the medium term, it will minimize the costs of agro-enterprises for human resource management and will increase motivation of employees for self-development and labor efficiency.

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