

Міністерство освіти і науки України
Київський національний лінгвістичний університет
Кафедра англійської філології і філософії мови

Курсова робота

**Мовленнєва поведінка і стиль спілкування під час
співбесіди/інтерв'ю з найму на роботу**

Студента групи МЛа 07-19
факультету германської філології і перекладу
денної форми навчання
спеціальності 035 філологія
спеціалізація Германські мови та літератури
(переклад включно) перша – англійська
Кіркача Владислава Андрійовича

Науковий керівник:
кандидат філологічних наук,
доцент
Чхетіані Тамара Дмитрівна

Національна шкала _____
Кількість балів _____
Оцінка ЄКТС _____

Київ 2023

Ministry of Education and Science of Ukraine
Kyiv National Linguistic University
Chair of English Philology and Philosophy of Language

Term Paper

SPEECH BEHAVIOUR AND STYLE IN JOB INTERVIEWS

Vladyslav Kirkach

Group MLa 07-19

Germanic Philology and Translation Department

Research Adviser:

Associate Prof. T.D. Chkhetiani

Kyiv 2023

INTRODUCTION	4
SECTION 1. PLACE AND ROLE OF BUSINESS COMMUNICATION IN THE MANAGEMENT SYSTEM	6
1.1 Interview rules.....	6
1.2 Classification of non-verbal communication.....	10
1.3 Business communication management.....	13
SECTION 2. ANALYSIS OF BUSINESS COMMUNICATION IN THE RECRUITMENT AND SELECTION OF PERSONNEL	17
2.1 Analyzing the results of a job interview	17
2.2 Analysis of the means of non-verbal communication management staff interview verbal.....	18
2.3 Analysis of the structure of business communication.....	19
SECTION 3. PROBLEMS AND PROSPECTS FOR THE DEVELOPMENT OF BUSINESS COMMUNICATION RULES IN THE RECRUITMENT AND SELECTION OF PERSONNEL	23
3.1 Sources and problems of recruitment	23
3.2 Influence on selection and hiring of internal factors	25
3.3 End result as a function of the effectiveness of personnel management	26
CONCLUSION	29
REFERENCE	31

INTRODUCTION

Personnel management - selection and placement of employees, training in progressive methods of work, updating knowledge, moral and psychological impact, resolving conflict situations in a team in order to ensure complex, efficient work.

Personnel management is recognized as one of the most important areas of an enterprise's life, capable of multiplying its efficiency, and the very concept of "personnel management" is considered in a fairly wide range: from economic and statistical to philosophical and psychological.

The personnel management system ensures the continuous improvement of methods of working with personnel and the use of the achievements of domestic and foreign science, the best production experience.

The relevance of the topic of the thesis "Personnel Management" is explained by the conditions of fierce competition in the construction services market, the necessary provision of the company's competitiveness. It is known that the most important component of competitiveness directly depends on and is provided by the personnel of the company and the personnel management system.

The purpose of the study in the course work is to study and analyze the personnel management system, develop recommendations for its improvement.

To achieve the goal of the study, it seems appropriate to solve the following tasks:

- 1) To reveal the theoretical aspects related to the management of personnel behavior.
- 2) Analyze the current personnel management system in the enterprise under study.
- 3) Develop recommendations for improving the personnel management system in the enterprise under study.

Research method - collection, generalization and systematization of information, analysis, formalized presentation.

The work contains an introduction (substantiation of the relevance of the chosen topic, setting goals and objectives of the study), the main part, a conclusion (containing conclusions and suggestions), as well as a list of sources used.

The first chapter of the course work reveals the place and role of business communication in the management system.

The second chapter presents an analysis of the current business communication in the recruitment and selection of personnel.

The third chapter deals with the problems and prospects of business communication.

SECTION 1. PLACE AND ROLE OF BUSINESS COMMUNICATION IN THE MANAGEMENT SYSTEM

1.1 Interview rules

Research indicates that interviews are the most commonly employed method for recruitment. When conducted in a structured manner with standardized questions and recorded responses, interviews enhance their effectiveness as a selection tool. It is essential for interviews to concentrate on aspects relevant to the job's nature.

If the interviewer possesses a solid understanding of the position and the qualities that contribute to excellence in it, they can exercise greater objectivity, resulting in the selection of candidates who meet the job requirements.

The primary objective of a selection interview is to obtain answers to pivotal questions: Can the candidate perform the job? Are they genuinely interested in the position? Are they a suitable fit for the role? Typically, when multiple candidates are being considered, a comparative evaluation becomes necessary.

To elicit responses to these inquiries, it is crucial to incorporate a set of criteria into the interview plan that allows for the assessment of how well applicants will handle the responsibilities of the job. These criteria should enable the quantification of applicants' qualities or facilitate their comparison with one another.

The interview plan should be constructed based on the specific staffing requirements and assist in providing answers to the posed questions. While certain questions can be factual and easily verifiable, such as appearance, past work experience, and qualifications, other qualities necessitate indirect evaluation. For instance, intelligence may be inferred from general demeanor, behavior during the interview, and personal interests. Having found out whether the applicant can do this job, you should find out if he will do it and whether he will best meet the requirements for this job. To do this, you need to get information about what the applicant is, what he does in his spare time and where he studied. Therefore, a thorough questioning of candidates during the interview about how they, say, spend

their free time, will help to get the necessary idea about them[18]. You should find out what types of activities the applicant is interested in, what types of people this person can get along with, and whether people in your organization are just such people.

When conducting an interview with multiple specialists, it is important to distribute roles among them, ensuring that each specialist focuses on a specific "field of activity" and refrains from interjecting personal remarks or comments during the interview.

Occasionally, it is necessary to smoothly and seamlessly transition to a different subject of discussion. However, prior to doing so, it is important to ensure that any lingering uncertainties or misinterpretations from the previous topic have been addressed and clarified.

The ability to listen is the ability not only to hear, but also to see, perceive and analyze information[13]. It should be remembered that the interview is the perception by your organs of sight and hearing of the necessary information about the candidate.

To prevent making significant errors during a selection interview, it is important to be aware of the following precautions:

- Interviewers should avoid imposing preconceived notions onto the interviewees and disregarding their actual qualifications.
- A first impression of the applicant is frequently formed early on in the interview.
- Interviewers tend to be more affected by negative information regarding the applicant rather than positive.
- Prejudice can arise from the applicant's resume or appearance.
- Interviewers may seek to validate their preexisting opinions about the applicant.

The formation of an accurate perception of the applicant can be influenced by your emotions as well. During the interview, you may develop a sense of sympathy

towards the applicant, or conversely, feelings of hostility may arise based on their answers.

Before conducting an interview with another candidate, it is important to promptly process the information collected from previous interviews, as the information may become a disorganized collection of impressions and details that are easily forgotten.

The most vital thing at this point is the notes you took while conducting the interview. These notes should be brief, subtle, and record the essential points.

At the final decision stage, you should keep in mind and answer 3 questions: Will the candidate be able to do this job? Is the person interested in this job? And is he right for the job? In practice, the formation of an opinion and the decision to appoint to a position are often associated with the third question, putting it before the first and second[9].

1. For a successful interview, the interviewer must have:
 - a checklist of candidates with criteria and space for notes;
 - model (professiogram) of the workplace or position, or brief requirements for the candidate for the position;
 - job descriptions;
 - interview plan;
 - questions prepared in advance for the interview;
 - a set of forms for recording the applicants' answers;
 - allocated time at the rate of at least 30 minutes for each candidate;
 - a prepared room (a separate room, chairs in the corridor for those waiting, etc.)

2. It is recommended to create a comfortable environment for interviews and avoid conducting them while seated behind a desk. While some HR managers may find this approach suitable, studies indicate that a physical barrier can inadvertently create a psychological barrier as well. This is particularly pivotal when the interviewer is accompanied by assistants. Seasoned interviewers often request applicants to sit on a chair, such as an armchair or sofa, positioned to the side of the

table, with the interviewer sitting nearby. Psychologists suggest that this seating arrangement demonstrates friendliness and respect to the applicant. It allows the interviewer to observe the candidate's facial expressions and gestures clearly, while instilling a sense of importance, freedom, and natural behavior in the applicant. This setup promotes openness and sincerity when responding to questions.

3. Psychologists have found that no matter how long the conversation lasts, the interviewer usually develops a positive or negative opinion about the candidate during the first 3-4 minutes of the conversation. After that, the interviewer asks questions depending on the prevailing opinion: with a positive one, allowing a person to open up from the best side, with a negative one, “for backfilling”. That is, the interviewer consciously or unconsciously creates the conditions for his initial opinion to be supported by subsequent facts. Knowing about this psychological trap, the interviewer should avoid it in every possible way. It is better to use the first minutes of the interview not to obtain any information from the candidate, but to create a calm and comfortable atmosphere (for both parties), psychological emancipation of the candidate, establishing positive and constructive relationships of mutual understanding in which you can conduct productive work. In the first minutes it is also advisable to make a clear and concise introduction; The objectives of the interview should be clearly communicated to the candidate, along with brief information about the form of the interview, its duration, etc. Having an agreed agenda can go a long way in establishing rapport during an interview.

4. The interviewer should avoid a long introductory lecture about the organization or the work itself, as this may elicit flattering or certainly oriented responses. It is better to postpone this topic until the end of the interview in order to inform the applicant about the features of the job only after the candidate answers questions about his abilities, past achievements and experience. It is best to give specific information about the company at the end of the interview, answering the candidate's questions. In general, it is very important to give the candidate the opportunity to ask questions. This provides valuable insight into which factors are prioritized for a particular individual.

5. The schedule of interviews must include at least a 30-minute break before starting a conversation with the next candidate. This is necessary to neutralize the psychological effects of perception when the impression of the previous candidate is projected onto the next. So, against the background of a frankly weak candidate, a very mediocre specialist may seem “quite suitable” to the interviewer and vice versa. Time must also be provided for recording and evaluating the candidate's responses, as well as a break for the interviewer to rest. An effective interview is usually very demanding, so it's important to keep the ability to think clearly. The number of interviews that an interviewer can effectively conduct during a working day is no more than five.

Once you have ensured that you have collected all the required information, it is important that the applicant is given the following options:

- invite the interlocutor to say what, in his opinion, was not touched upon in the interview, or to provide more details about what was not said enough.

- it is necessary to invite the applicant to ask you questions so that he can clarify any details regarding the proposed work and conditions.

And only after that you can proceed to the procedure for completing the interview. Summarize on which issues agreement or understanding has been reached. Be clear about what the applicant can expect and when it will happen.

1.2 Classification of non-verbal communication

Strange as it may seem at first glance, we draw three-quarters of the information about our communication partner, about his true feelings and intentions, not from what he says, but by directly observing the subtle details of his behavior. In other words, interpersonal communications are mainly carried out through non-verbal means - a parallel, and often richer language of communication, the elements of which are not words, but facial expressions and gestures, spatial and temporal boundaries, intonational and tempo-rhythmic characteristics of speech, symbolic communicative signs.

Non-verbal communication of a person is associated with his psychological state and serves as a means of expressing them. On the basis of non-verbal communication, the inner world of the personality is revealed, the formation of the psychological content of the joint activity of people is carried out. People quickly adapt their verbal behavior to changing circumstances, but non-verbal communication is less plastic.

Many gestures are not fixed by consciousness, but they fully convey the mood and thoughts of a person. If there is a desire to become an attentive and interesting interlocutor, then it makes sense to understand gestures and facial expressions[12].

The effectiveness of communication is determined not only by the degree of understanding of the words of the interlocutor, but also by the ability to correctly assess the behavior of the participants in communication, their facial expressions, gestures, movements, posture, gaze orientation, that is, to understand the language of non-verbal (verbal - "verbal, oral") communication. This language allows the speaker to more fully express his feelings, shows how the participants in the dialogue control themselves, how they really relate to each other. If you meet, for example, an arrogant and mocking look, you will immediately stop talking, the word will get stuck in your throat[14]. And if there is also a contemptuous smile on the face of the interlocutor, then you don't want to pour out your soul, to share the innermost. Another thing is a sympathetic, encouraging, interested look. He inspires confidence, disposes to a frank conversation. Your interlocutor waved his hand hopelessly, looked away, and you understand without words that he does not believe you, considers the current situation hopeless. And no matter how hard some people try to control their behavior, follow facial expressions and gestures, this is not always possible[18]. Non-verbal communication "gives away" interlocutors, sometimes casts doubt on what was said, reveals their true face.

Closed gestures and postures (protection, suspicion, stealth)

Deception

Have you seen how someone hides their hands in a conversation? It is likely that he is telling a lie, since the human brain subconsciously sends signals to the

body and when a lie is told, there is a strong desire to put his hands in his pocket, scratch his nose, rub his eyes. All these are typical signs, however, as I have already said, it is necessary to explain the meaning of non-verbal gestures in the aggregate. A person suffering from a runny nose can scratch his nose, rub his eyes - a child who has just woken up, etc.

Defense

Arms crossed on the chest, legs crossed in standing and sitting positions - a classic gesture of closeness, inaccessibility. Frequent blinking is a sign of protection, confusion. The emotional status of a person does not allow you to feel free and at ease. If you try to negotiate something with such an interlocutor, it is likely that you will be refused. To "melt the ice", he advises using the means of non-verbal communication already described above, try to take an open pose with palms up.

Gestures of reflection and evaluation

Concentration

It is expressed in tingling of the bridge of the nose with closed eyes. When the person with whom you communicate decides what to do or what to do, in general thinks about solving a certain issue, at this time he can rub his chin.

criticality

If a person holds his hand at his chin, with his index finger stretched along his cheek, and with the other hand he supports his elbow, his left eyebrow is lowered - you will understand that he has matured a negative assessment of what is happening.

Positivity

It is interpreted as a slight tilt of the head forward and a slight touch of the cheek with the hand. The body is tilted forward. Here is a person who is interested in what is happening, positively related to information.

Gestures of doubt and uncertainty

Mistrust

You probably noticed how some students, listening to the speaker, cover their mouths with their palms? This gesture indicates disagreement with the lecturer's opinion. They seem to hold back their statements, suppress true feelings and

experiences. If your friend suddenly makes a gesture of disbelief in a conversation, stop and think about what words caused such a reaction from him? Observing the behavior of the boss, the subordinate will understand what needs to be said, and what is better to remain silent. Distrust quickly turns into rejection, and then into rejection.

Uncertainty

A non-verbal gesture such as scratching or rubbing the back of the ear or neck may indicate that the person does not fully understand what they want from him or what you mean in a conversation. How to interpret such a gesture if you were told about full understanding? Here, preference should be given to the non-verbal signal of the body. In this case, the person did not understand anything. The hand clasping the other behind the elbow also speaks of uncertainty, probably its owner is in an unfamiliar society.

So, through non-verbal manifestations, the interlocutor demonstrates his true attitude to what is happening. And our task, in this case, is to see and interpret these manifestations, i.e. understand what is behind them. In addition, realizing and managing your own non-verbal behavior, you get to use a very effective tool for connecting with the interlocutor and influencing him.

1.3 Business communication management

Communication communication is a variety of forms and ways of information interaction of people. In its process, thanks to established contacts, people perceive some information, moods, spread or suppress rumors, support or debunk the source of information. It is quite clear that all business people must master the technique of live contact, both on an individual and collective level, as well as the ability to handle the word.

Communication is the interaction of at least two individuals, a type of independent human activity, an attribute of other types of human activity. Communication is the most important factor not only in the formation and self-improvement of a person, but also in his spiritual and physical health. In addition,

communication is a universal way of knowing other people, your inner world. Thanks to communication, a person acquires his own unique set of personal and business qualities [10].

The perceptual aspect of communication is the perception by one partner of another. It depends on the personal qualities of the perceiver, on his life experience, moral attitudes, situations, etc.

In business communication, there are three aspects - communicative, interactive and perceptual.

The communicative aspect of communication is the exchange of information and its understanding, and the means of communication are divided into: speech; non-verbal (gestures, facial expressions, pantomime); paralinguistic (voice quality, tonality, range); extralinguistic (pauses, laughter, crying, speech rate); space-time (distance, time).

The interactive aspect of communication is the interaction of partners, in which there are:

- cooperation;
- confrontation;
- avoidance of interaction;
- unidirectional assistance;
- contrast interaction;
- compromise interaction.

The perceptual aspect of communication is the perception by one partner of another. It depends on the personal qualities of the perceiver, on his life experience, moral attitudes, situations, etc.

Persuasion is the main method of influencing the conscious sphere of personality. Its purpose is to activate the thinking of the individual in the assimilation of information, the formation of her conviction.

Imitation and suggestion. Persuasion is rarely used as a separate method of influencing people. It constantly interacts with imitation and suggestion.

A confrontational manner of communication is necessary in some cases. There are passive audiences or audiences that are said to be unsurprising. There are topics of speech that do not arouse a lively interest in people for a variety of reasons. The confrontational manner of communication is used as a method of activating the attention of people, drawing them into the discussion of the problem. The confrontational manner of communication most predisposes to the emergence of discussions, to the confrontation of different points of view.

No matter how professionally prepared the manager is, he must constantly improve his technology of communicating with people, both at the mass and individual levels. In this regard, finding your own style in communicating with people is an important condition for success. Let's name the factors influencing the choice of style of communication communication.

- 1) the content and nature of the speech material have a significant impact.
- 2) composition of the audience. Here it is useful to take into account everything that characterizes its cultural, educational, national, age, psychological and professional qualities.
- 3) the choice of style largely depends on the speaker's objective self-assessment of his personal and business qualities, his scientific competence in the field of problems he is talking about.

Modern people are reserved about information communication. They want to exchange thoughts, assert themselves in the scientific understanding of real factors, develop their own statements. It is no coincidence that inspiring communication is now popular. In the process, people are imbued with the charm of the beauty of intellectual communication. They actualize the need to improve their spiritual world. Spiritualized communication is a clear indicator of a high culture of communication communication.

A confrontational manner of communication is necessary in some cases. There are passive audiences or audiences that are said to be unsurprising. There are topics of speech that do not arouse a lively interest in people for a variety of reasons. The confrontational manner of communication is used as a method of activating the

attention of people, drawing them into the discussion of the problem. The confrontational manner of communication most predisposes to the emergence of discussions, to the confrontation of different points of view.

SECTION 2. ANALYSIS OF BUSINESS COMMUNICATION IN THE RECRUITMENT AND SELECTION OF PERSONNEL

2.1 Analyzing the results of a job interview

Not every Ukrainian company considers it expedient to train newly hired employees. The prevailing opinion is that only experienced employees who are fully prepared for work should be recruited. However, gradually, not without the participation of Western partners, many Ukrainian companies are introducing mandatory short-term training for newly recruited employees. The organization of such training, of course, requires specification of needs[21].

The personnel service plays the main role in organizing candidate assessments, which is significant for implementing this technology to identify training needs.

Analysis of the performance of new employees during the induction period

Conducting adaptation of a newly hired employee allows him to enter the workflow of the organization. However, in the course of adaptation, shortcomings of the employee may also be revealed that hinder his effective work in a new place. And here there are two options:

The employee is allowed to work until the end of the probationary period, and then they are fired as unsuitable for this position (this, unfortunately, is often found in the practice of some trading companies when recruiting employees directly engaged in trading - sales representatives, managers, etc.) [24];

Primary selection begins with an analysis of the list of candidates in terms of their compliance with the organization's requirements for a future employee. The main purpose of the primary selection is to screen out candidates who do not have the minimum set of characteristics necessary to fill a vacant position. Naturally, this minimum set is different for different specialties and organizations.

The choice of primary selection methods is influenced by the organization's strategy, culture, and the significance of the position within the company.

The examination of personal data implies that an individual's background is a relatively dependable predictor of their capability to effectively carry out specific job-related functions. The HR department employs this approach by scrutinizing the details provided by the candidates in their questionnaires and contrasting the obtained information with its own standard model.

Personal data analysis is a simple, cheap and quite effective method of primary selection when the organization has an extensive list of candidates and when it comes to specialized positions[22]. At the same time, this method is quite approximate in assessing the potential, since it is focused solely on facts from the candidate's past, and not on his current state and ability for professional development. Therefore, when selecting candidates for leadership positions, especially those involving further development and professional growth, one must be extremely careful using the questionnaire analysis method.

Special tests can provide a more precise assessment of a candidate's current suitability for a vacant position and their potential for development.

2.2 Analysis of the means of non-verbal communication management staff interview verbal

Non-verbal communication is one of the means of representing the personality of his "I", interpersonal influence and regulation of relations, creates the image of a communication partner, acts as a clarification, anticipation of a verbal message. It is characterized by the absence of articulate sound speech - this is the main thing that is emphasized in most studies on the problem of this communication. In many scientific works, there is some confusion in the concepts of "non-verbal communication", "non-verbal communication", "non-verbal behavior" most often used as synonyms [18]. We consider it important to differentiate these concepts and clarify the context in which they are supposed to be used further.

The concept of "non-verbal communication" is broader than "non-verbal communication". I adhere to the definition proposed by V.A. Labunskaya, according

to which, "non-verbal communication is a type of communication that is characterized by the use of non-verbal behavior and non-verbal communication as the main means of transmitting information, organizing interaction, forming an image and concept of a partner, exercising influence on another person. Non-verbal communication is a system of symbols, signs used to convey a message and intended for a more complete understanding of it, which is to some extent independent of the psychological and socio-psychological qualities of a person, which has a fairly clear range of meanings and can be described as a specific sign system".

In non-verbal behavior, expressive and perceptual sides are traditionally distinguished. Expression, or outward expression of emotion, is an essential component of non-verbal behavior. It is the factors of an emotional nature that often cause difficulties in establishing normal relations between an individual and a group or a communicator and a recipient. The concept of perception characterizes the process of perception and knowledge of each other by communication partners. Adequate perception of a partner allows you to respond more flexibly to changes in the communication situation, understand his true goals and intentions, and predict the possible consequences of the transmitted information. These qualities become indispensable for those whose professional activities are connected with people.

Having a good grasp of body language can enhance and streamline your interpersonal connections. When engaging with others, effective communication is key, but our non-verbal cues can often be unclear or even contradictory. Regardless of how well we know someone, it's impossible to read their thoughts, making any improvement in communication highly valuable. However, before employing your newfound knowledge in everyday situations, consider your intentions and goals. It's important to recognize that sign language can be utilized to deceive and manipulate others, although there may be instances where it becomes necessary.

2.3 Analysis of the structure of business communication

An analysis of the structure of a manager's business communication and its dynamics allows us to single out four main stages.

1. Psychological "reading" of the characteristics of behavior, appearance, the use of available psychological information about a particular employee of the organization and the compilation of a primary psychological portrait of the interacting person.

2. Search for psychological prerequisites for the effectiveness of communication and the creation of favorable conditions for interpersonal contact.

3. Interaction and influence of the manager in the process of professional communication on other persons in order to solve professional problems.

4. Evaluation of the results of a specific act of communication and planning the content and process of further contacts with certain persons (managers, subordinates, representatives of other organizations, colleagues).

The first stage of professional communication is the knowledge and compilation of the primary psychological portrait of the person interacting with the manager. Psychological information about another person depends on the specific situation of communication and the reflection of his personal properties, the degree of acquaintance with him, the presence of certain information about him in the characteristics and stories of other workers, etc. [4,6]. When directly observing a person, the subject of "reading" is his verbal and non-verbal acts of behavior:

1. speech, its content, direction, consistency, duration, expressiveness, features of vocabulary, grammar, phonetics;

2. expressive movements, facial expressions and gestures, expression of the face, eyes, body;

3. movements, movements and postures of a person, distance between people, rapprochement, contact;

4. physical impact on another person (touching, patting, stroking, support, joint actions, repulsion, pushes, blows, etc.).

Important for drawing up a psychological portrait is the analysis of the external appearance of the interlocutor: the manner of dressing, neatness in wearing clothes, following fashion or ignoring it, imitating other people in wearing clothes (often outstanding artists, athletes, politicians), etc. The effectiveness of business

communication is determined also the degree of conformity of real psychological portraits of employees with ideas about the requirements for them and their activities in specific positions.

The main methods for constructing a psychological profile during business communication include empathy, reflection, stereotyping, and individualization. Empathy involves understanding and entering into the emotional state of individuals interacting in specific life situations. Reflection relies on the manager's knowledge and assessment of their own position while considering the perspective of others, including their thoughts, immediate actions, and long-term plans. Stereotyping involves applying typical behavioral patterns and characteristics observed in the manager's communication experiences to a specific interaction scenario. Individualization entails analyzing an individual's behavior and personal traits by identifying unique psychological indicators, individual activity characteristics, skills, and abilities.

The second stage of professional communication is characterized by the manager's actions aimed at creating appropriate conditions and psychological prerequisites for effective communication. The most important psychological prerequisite for effective communication is to identify the main representative system of the person interacting with the manager and rely on it in the process of direct contact. D. Grinder and R. Bandler – the creators of the theory of neurolinguistic programming – note that there are three main input channels through which people receive information about the world around them: vision, hearing and kinesthetic sense, which is a complex of sensations based on touch, smell, position bodies in space, etc. [10,14] Each person has the most developed representational system, which may differ from the representational system of another person.

Insufficient consideration of the representative system of a person in the process of communication can lead to mutual misunderstanding and difficulties in interaction [15,17].

Role behavior refers to a person's actions and activities that are closely linked to their assigned roles in society, organizations, and interpersonal relationships, which are determined by their status within these systems.

Interpersonal conflict occurs when individuals with opposing tendencies and incompatible differences clash, resulting in specific actions by the involved parties and negative emotional experiences. Many conflict situations stem from the collision of diverse interests, opinions, evaluations, goals, and ideas regarding the course of action, among other factors.

SECTION 3. PROBLEMS AND PROSPECTS FOR THE DEVELOPMENT OF BUSINESS COMMUNICATION RULES IN THE RECRUITMENT AND SELECTION OF PERSONNEL

3.1 Sources and problems of recruitment

The main task in hiring staff is to meet the demand for workers in qualitative and quantitative terms. At the same time, the question should be answered: “Where and when will workers be required?”

Distinguish between the concepts of "recruitment" and "hiring personnel". Recruitment - the mass recruitment of personnel in any organization. Recruitment involves a systematic approach to the implementation of several stages carried out as part of the recruitment process.

This process includes:

- 1) a general analysis of the need (present and future) in personnel;
- 2) formulation of requirements for personnel - an accurate determination of who the organization needs by analyzing the work (job, position), preparing a description of this work, as well as determining the terms and conditions of recruitment;
- 3) determination of the main sources of income for candidates;
- 4) the choice of methods for assessing and selecting personnel.

Recruitment is a series of activities aimed at attracting candidates who have the qualities necessary to achieve the goals set by the organization. This is a set of organizational measures that includes all stages of recruitment, as well as assessment, selection and hiring of employees. Some experts in the field of personnel management consider this process up to the end of the induction stage[6].

The greatest difficulty is the selection when hiring top echelon workers - the heads of the organization, their deputies, heads of certain areas of the organization's activities. Obviously, the paradoxical belief that the higher the position that the applicant must hold and the greater the responsibility that he must bear, the fewer

people can do this work. The main reason for this is the low level of professionalism of personnel work inherent in managers of different levels (we note that the paradox is that the higher the level of the manager, the more he prefers to be guided by his own opinion and the less he trusts the scientific professional selection and selection of appropriate specialists) [13 ,22].

Such an approach is a direct consequence of the narrowness of the career guidance of senior managers, who, due to the high daily workload, limit the amount of information received and used by them, mainly by purely narrow limits that are directly related to the problems of the organizations they manage. The problems of a scientific approach to personnel selection under these conditions often remain beyond their interests. The exceptions are those heads of organizations who, by the nature of their duties, are professionally engaged in the selection of personnel.

Another reason for the significant shortcomings in the selection and selection of senior staff is the desire to select, first of all, employees who are loyal to the person who is engaged in this selection. Such a desire is quite understandable, given not only the conditions in which a modern leader has to work, but also the features of the formation of his career.

An alternative to hiring new employees can be overtime when the organization needs to increase its output. This eliminates the need for additional costs for hiring and hiring new employees. And overtime work itself can provide existing employees with additional income, although there are problems of fatigue and an increase in industrial injuries. Long or frequent overtime work leads to higher staff costs and lower productivity.

Special agencies exist to meet the needs of an organization for temporary employment. A temporary worker who has the skills required for the position may perform special assignments. The advantage of using temporary workers is that the organization does not have to pay them bonuses, train them, provide compensation and take care of subsequent promotions.

A temporary worker can be either hired or fired at any time, depending on the requirements of the job they perform. The disadvantage of temporary workers is that

they usually do not know the specifics of the work of the organization, which interferes with the effective operation of the organization.

3.2 Influence on selection and hiring of internal factors

Some specificity of internal factors already comes from the origin of the word “internal”, explained by etymological science as “fusion of a preposition”.

The need of organizations in the labor force depends, first of all, on the goals facing it, for the implementation of which human resources are needed. As "specific" states or the desired outcome that the group strives to achieve by working together.

Personnel selection is the process by which an organization selects from a number of applicants one or more applicants that best fit the selection criteria for a vacancy [1].

The main purpose of personnel selection is to obtain employees who are most suitable for the quality standards of the work performed by the organization. Added to this is the need to ensure the satisfaction of employees and the full disclosure and use of their capabilities.

Organization type.

In the process of personnel selection, first of all, it is necessary to take into account the type of organization: its size, complexity and technological variability. In large organizations, systematic, reliable and efficient selection methods can be used, which require large material costs. The development of such methods is justified in the case of a large number of vacancies and even more candidates.

If the enterprise has many vacancies, but the number of applicants is small, especially complex selection methods are not required.

Labor market.

The personnel selection process is influenced by the general condition (economic, social, environmental, etc.) in the region and city where the organization is located. In addition, the selection is also influenced by working conditions, the

work itself and the image of the company. In accordance with these factors, the number of applicants for a vacancy changes.

State requirements.

The current legislation of the Ukrainian prohibits unreasonable refusal to hire and any direct or indirect restriction of the rights of citizens or the creation of advantages depending on gender, race, nationality, language, social origin, property status, place of residence, attitude to religion, beliefs, belonging to public associations, as well as other circumstances not related to the business qualities of the employee [7,12]. It is forbidden to refuse employment to pregnant women and mothers with children. Refusal on these grounds can be challenged in court.

The composition of the labor force.

Often, organizations try to recruit such a composition of the workforce that would best meet the requirements of buyers, clients, etc. For example, in some US states, Spanish-speaking police officers are being recruited to work in police stations with a predominance of Spanish-speaking population.

Organization location.

Many organizations are located in places where they would be guaranteed an influx of labor. For example, US electronics firms have located their facilities in California's Silicon Valley and other cities where recruitment is easy. These regions attract a large number of workers with the necessary skills and training to work in the electronics industry.

3.3 End result as a function of the effectiveness of personnel management

In relation to personnel management, the problem of comparing costs and results in assessing economic efficiency requires specification, and first of all, it is necessary to find out what is to be evaluated:

achievement of a certain result of activity with the help of a specially selected, trained and motivated team of the enterprise, formed as a result of the implementation of the selected personnel policy;

achievement of the goals set for personnel management, with minimal expenditure of funds;

the choice of the most effective management methods that ensure the effectiveness of the overall economic effect can be considered as the result of only production activities or as a result of the entire economic activity of the enterprise. In the first case, the economic effect is the output in physical or monetary terms (gross, marketable, net output). In the second case, not only production is taken into account, but also sales, sales (volume of products sold, profit).

Products should be expressed in current (current) prices, which allows you to measure the result with the costs. Thus, an increase in efficiency can be achieved either by reducing costs to obtain the same production result, or at a slower rate of increase in costs compared to the rate of increase in the result, when the increase in the latter is achieved through better use of available resources.

Most often, to assess the efficiency of production, the indicator of labor cost efficiency is used, in particular, the indicator of labor productivity Fri:

$$\text{Fri} = \text{Op} / \text{T},$$

where Op is the volume of manufactured products during a certain calendar period (rubles); T - labor costs (man-hours, man-days, average payroll number of employees).

However, one must be aware that this indicator changes under the influence of many factors.

It seems that more reasonable conclusions about the effectiveness of work in the field of personnel management will be given by an approach to assessing through the cost of enterprise labor costs (3). Indeed, in order for the labor process to take place, the enterprise must incur significant costs. At different enterprises, the cost of a unit of labor Ci is far from the same, since the volume of labor costs is different:

$$C = 3 / \text{T. control process [15].}$$

The dynamics of the indicator of production volume per ruble of labor costs Φ makes it possible to control the change in the efficiency of these costs: the growth in output per unit of costs indicates their expediency. When cost returns decline, a root cause analysis is needed to ascertain the impact of both external and internal factors, i.e., whether the enterprise itself rationally used the labor potential of its employees created thanks to the costs incurred.

CONCLUSION

In the first part, the theoretical material on personnel management was presented. The following definition was given: the staff is the personnel of the organization, working for hire; it is the main resource of the organization in the fight against competitors [18].

To manage personnel means to plan, organize, motivate and control the formation, distribution, redistribution and use of personnel. Personnel management is carried out in several ways, which are interconnected: economic, administrative, socio-psychological. The main goal of management is to form the number and composition of employees that meet the specifics of a given trade enterprise and are able to provide the main tasks of its development.

The personnel management system is formed in accordance with the goals of the organization, includes a subsystem of general and line management and a number of functional subsystems.

Also, in the first part, methods for researching the personnel management system were described, the purpose of which is to identify positive and negative aspects when influencing labor potential and determining a more effective impact in the future.

The second part of the course work is analysis. The following work has been done here:

The analysis of the results of the interview and the structure of business communication was carried out.

The personnel policy was also analyzed and problems in the personnel management system were identified, the main problems are the lack of a personnel reserve and material incentives.

In the third part of the course work, measures are proposed to improve the personnel management system, to eliminate problems in this system.

The implementation of this change is profitable and justified, as evidenced by the calculated socio-economic efficiency.

Thus, the staff is considered the core of any organization, the real resources in the fight against competitors. It is necessary to promote the development of positive results of the activities of each individual employee.

REFERENCE

1. Brass A.A., textbook "Fundamentals of Management" - K.: (2016) p. 395
2. www.bibliotekar.ua/biznes-29/40.htm
3. Kibanova A.Ya., textbook "personnel management of the Organization" (2011), p. 22.97, 200.221.251
4. Samygin S.I., Stolyarenko L.D., Personnel management. (Tutorial). (2016, 480s.)
5. Vikhansky O. S. "Strategic management: a textbook". - K .: "Gardarika", 2016 - 296s.
6. Egorshi A. P., Fundamentals of personnel management (2016), p. 9,17,32,55,89,97,107,295.
7. Bukhalkov M., personnel management at the enterprise (2015)
8. A.Ya. Kibanov, I.B. Durakova, personnel management of the organization, 2nd ed., revised. and additional - K.: Exam, 2015. - 416 p.
9. Utkin E.A., Kochetova A.I. Personnel management in small and medium business. - K., 2016
10. Petrenko V.F. Fundamentals of psychosemantics. K., 2018
11. Arkhipova N. I., Kulba V. V., Kosyachenko S. A. Organizational management: textbook. - K.: PRIOR, 2016 - 448s.
12. Vikhansky O. S., Naumov A. I. Management: textbook. - K .: "Gardarika", 2018 - 528s.
13. Kibanov A. Ya. Personnel management of the organization: workshop. - K.: - INFRA - K, 2012, - 638s.
14. Spivak V. A. Organizational behavior and personnel management. - Lviv, 2016 - 416s.
15. Chaplina A. N. Management culture: textbook. Lvov: KSPU, 2016
16. Bizyukova I. V. Management personnel: selection and evaluation: textbook - K .: JSC "Publishing House" Economics ", 2018 - 150s.

17. Spivak V.A. Organizational behavior and personnel management. K., 2014
18. Meskon M., Albert M., Hedouri F. Fundamentals of management. K., 2013
19. Kibanov A.Ya. etc. Personnel management. Labor regulation. - K., 2013
20. Kovalev A.G. To the manager about the employee. The practical aspect of the study of personality. - K., 2016.
21. Borisova E. Criteria for assessing personnel. A recipe for those who have no time // Organization of personnel management. 2. 2017.
23. Ivashkevich J. Human resources management: basics of personnel management. K., 2013.
24. Odegov Yu.G., Zhuravlev P.V. Personnel Management. K., 2017.
25. Osipova E. Criteria for assessing personnel in companies with different organizational cultures // Education and business. 14 (38). April 18, 2016.
26. Osipova E. Personnel assessment motivates to work / Textbook, Education and business. 16(40). May 2, 2018.
27. Evaluation of management employees. / ed. G.Kh Popova. - K., 2016.