

THEORETICAL BASES OF IMPROVEMENT OF MECHANISMS OF MANAGEMENT OF THE PERSONNEL OF THE ENTERPRISE

^aLIUDMYLA VERBIVSKA, ^bZORIANA KOBELIA,
^cANTONINA VERHUN, ^dANASTASIIA ZERKAL, ^eANDRIY
VIKHTIUK

^{ab}*Yuriy Fedkovich Chernivtsi National University, Chernivtsi, Ukraine*
^c*Kyiv National University of Technologies and Design, Kyiv, Ukraine*
^d*National University "Zaporizhzhia Polytechnic", Zaporizhzhia, Ukraine*
^e*Administration of the State Border Guard Service of Ukraine,
Directorate of Work Organization, Planning and Control, Kyiv, Ukraine*
email: ^a*Verbivska@ukr.net*, ^b*Kobelia@gmail.com*,
^c*Verhun@gmail.com*, ^d*Zerkal@gmail.com*, ^e*vikhtiuk@gmail.com*

Abstract: The article considers the strategic personnel management, which can proceed effectively only within the framework of the strategic personnel management system. It means an ordered and purposeful set of interrelated and interdependent subjects, objects and means of strategic personnel management, interacting in the process of implementing the "strategic personnel management" function. The main working tool of such a system is the personnel management strategy. It is shown that the system of strategic personnel management ensures the creation of structures, information channels, and most importantly, the formation of a personnel management strategy, its implementation and control over this process.

Keywords: Strategic management, management, managerial skills, organization's personnel.

1 Introduction

The market economy poses a number of fundamental tasks, the most important of which is: the most efficient use of human resources. In order to achieve this, strategic personnel management of the organization is necessary, which is closely interconnected with the strategic management of the entire organization. This explains the relevance of this course work. In addition, for the implementation of the strategic personnel management of the organization, highly qualified specialists are needed, who are sorely lacking in this area, as well as literature on this issue in Ukraine.

The subject of study in this article is the entire system of strategic management of the organization's personnel.

The purpose of the article is to consider the theoretical foundations of strategic personnel management and to get acquainted with the world practice. Polat (2021).

2 The initial presuppositions

In the article, the following research methods were used to solve the set tasks: theoretical (study and analysis of scientific and pedagogical, psychological and pedagogical, reference, specialized literature, regulatory documentation on the topic of research, additional professional advanced training programs; analysis, comparison, classification of the information received and generalization); empirical (pedagogical experiment, observation, questionnaire survey, survey, conversation, testing); mathematical (statistical data processing).

3 Methods

Understanding the strategic management of an organization's personnel is impossible without a definition of the term "strategic management of an organization" in general. Moreover, the strategic management of the organization is the initial prerequisite for the strategic management of its personnel. Iasechko, Shelukhin, Maranov (2021).

The term "strategic management" was introduced in the 60–70s of the 20th century to distinguish the current management carried out at the level of business units from management at the top level of management (Iasechko, Iasechko S., Smyrnova, 2021). In the process of its development, management as a practical activity in the 80s moved to a new stage, a distinctive feature of which is the shift in the attention of top management

towards the external environment, which allows timely and adequate response to the changes taking place in it and provide the organization with an advantage over competitors (Harris, Sutton, 1986).

The need for strategic management in Ukrainian conditions is explained by the following reasons. First, over the past ten years, the environment in which organizations operate has changed radically. The unstable economic situation of many organizations is due to the lack of deep economic knowledge, managerial skills and experience of working in a competitive environment among the majority of managers, the need to adapt the organization to constantly changing environmental conditions. Secondly, moving away from centralized planning, privatization and the entire course of economic transformations in Ukraine require leaders to be able to foresee, formulate a strategy, determine advantages and competitive advantages, eliminate strategic threats and dangers, i. e. use all the tools of strategic management. Thirdly, the application of the ideas and principles of strategic management, the need for changes in the management system are relevant not only for large companies, which were associated with the emergence of strategic management, but also for medium and even small enterprises. Strategic management is such management of an organization that relies on human potential as the basis of the organization, responds flexibly to challenges from the external environment, makes timely changes in the organization that allow achieving competitive advantages, focusing in its activities on the needs of customers, which together makes it possible organizations to survive in the long term while achieving their goals.

That is, strategic management is a process that covers the actions of the leaders of the organization to develop, implement and correct the strategy.

The main principles of strategic management are:

- long-term prospects being assessed and decisions being made, the direction of managerial influences on changing the potential of the management object (production, services, technology, personnel, etc.) and creating opportunities for more effective implementation of this potential;
- priority consideration in the development and adoption of managerial decisions of the state and possible changes in the external environment;
- alternative choice of management decisions depending on the state of the internal and external environment of the organization;
- implementation of constant monitoring of the state and dynamics of the external environment and the timely introduction of changes in management decisions.

The strategic management process includes 5 interrelated stages. They logically follow one from the other. At the same time, there is a stable feedback and the reverse influence of each stage on all the others.

The analysis of the external and internal environment is usually considered the initial stage of strategic management, since it serves as the basis for determining the mission and goals of the organization, and for developing a strategy of behavior in the surrounding competitive environment that allows you to carry out the mission and achieve goals (Iasechko, Kharlamov, Skrypchuk, Fadyeyeva, Gontarenko, Sviatnaia, 2021).

Determination of the mission (purpose) of the organization, strategic goals and objectives for their implementation.

Formulating and choosing a strategy to achieve the intended goals and performance results.

Effective implementation of strategies, implementation of the planned strategic plan.

Evaluation and control over the course of the implemented strategy, adjustment of activities and methods of its implementation.

Strategic personnel management is based on the same principles and foundations as the strategic management of the entire organization as a whole, since it is an integral part of it.

Strategic personnel management is the management of the formation of a competitive labor potential of an organization, taking into account ongoing and upcoming changes in its external and internal environment, which allows the organization to survive, develop and achieve its goals in the long term.

The purpose of strategic personnel management is to ensure a coordinated and adequate state of the external and internal environment, the formation of the labor potential of the organization for the coming long period.

The competitive labor potential of an organization should be understood as the ability of its employees to withstand competition in comparison with employees (and their labor potential) of similar organizations. Competitiveness is ensured by a high level of professionalism and competence, personal qualities, innovative and motivational potential of employees (Iasechko, Kharlamov, Skrypchuk, Fadyeyeva, Gontarenko, Sviatnaia, 2021).

Strategic personnel management allows you to solve the following tasks.

1. Providing the organization with the necessary labor potential in accordance with its strategy.
2. Formation of the internal environment of the organization in such a way that the intra-organizational culture, value orientations, priorities in needs create conditions and stimulate the reproduction and realization of labor potential and strategic management itself.
3. Based on the installations of strategic management and the final products of activity formed by it, it is possible to solve problems related to the functional organizational structures of management, including personnel management. Strategic management methods allow you to develop and maintain the flexibility of organizational structures.
4. The possibility of resolving contradictions in matters of centralization-decentralization of personnel management. One of the foundations of strategic management is the delimitation of powers and tasks both in terms of their strategic nature and the hierarchical level of their execution. The application of the principles of strategic management in personnel management means the concentration of strategic issues in personnel management services and the delegation of part of the operational and tactical powers to the functional and production divisions of the organization.

The subject of strategic personnel management is the personnel management service of the organization and the top line and functional managers involved in the type of activity.

The object of strategic personnel management is the total labor potential of the organization, the dynamics of its development, structures and target relationships, personnel policy, as well as technologies and management methods based on the principles of strategic management, personnel management and strategic personnel management (Kushnir I., Kuryliuk Y., Nikiforenko V. et al., 2021).

What is the reason for the need to apply the principles of strategic management in personnel management?

Since the end result of strategic management as a whole is to increase the potential (which includes production, innovation, resource, human components) to achieve the goals of the organization in the future, an important place in the process of strategic management is given to personnel and, in particular, to increase their level of competence.

The competence of the organization's personnel is a set of knowledge, skills, experience, knowledge of methods and methods of work that are sufficient for the effective performance of job duties.

4 Results and discussion

Competence should be distinguished from competence, which is a characteristic of a position and is a set of powers (rights and obligations) that a certain body and officials have or should have in accordance with laws, regulations, charters, regulations.

In the conditions of strategic management, the role of the personnel management service in the constant increase of the competence of employees is significantly increasing.

However, the technologies of strategic personnel management are not yet sufficiently developed, which is one of the reasons for the problems of the personnel management system.

The human resources of organizations, unlike other types of resources (material, financial, informational), have a long-term nature of use and the possibility of transformations in the process of managing them. They are subject to some form of wear and tear, so they need to be restored and reproduced.

The inefficiency of applying the principles of operational-tactical management in personnel management within the framework of the strategic management of an organization is precisely due to the fact that it does not take into account the above features and characteristics of personnel as an object of strategic management.

The use of personnel as a resource is characterized by the fact that its reproduction is carried out after a certain period of its activity, determined by "wear and tear"; its acquisition and maintenance in working order require large capital investments. It follows from this that the use and reproduction of personnel is of an investment nature, since personnel is an object of capital investment. But the investment of funds can be made only from the standpoint of strategic expediency.

In strategic personnel management, the "substantial" characteristics of personnel (knowledge, skills, abilities, social status, norms of behavior and values, professional qualification, hierarchical and demographic structures) are considered as an object of management. These characteristics, of which he is the bearer, express the potential of the organization's personnel from the point of view of the long term. In addition, the technology of personnel management (technologies for the realization of labor potential, reproduction and development of personnel) is also an object of strategic management. Together, they form the labor potential of the organization.

The application of strategic management methods is becoming a real practice in managing the labor potential of enterprises. Examples are companies such as IBM, Toyota, which use strategic workforce planning methods based on a well-thought-out, market-based strategy.

The management of personnel services becomes a full member of the general management of enterprises and participates in the development of corporate strategies. A special place is given to the assessment and formation of personnel potential, its professional growth and development, and increasing creative and organizational activity.

Assessing the activities of organizations that have the opportunity to use advanced methods of personnel management, we can distinguish three established types of organizations.

1st type. Comprehensively deal with issues of strategic planning and apply elements of strategic personnel management. This is a small part of widely diversified financial and industrial associations and enterprises with great financial and organizational capabilities, a developed regional network.

2nd type. Use methods of strategic personnel planning. These are organizations with a stable financial position, stable technologies and a diversified product. They can be quite compact in size and have an average number of staff.

3rd type. Delegate functional tasks of a strategic nature to the personnel management service. Develop strategies for staff development and focus on them in their activities. These include medium and large enterprises of various organizational forms, regional branching, diversification of technologies and products.

Strategic personnel management can proceed effectively only within the framework of the strategic personnel management system. It means an ordered and purposeful set of interrelated and interdependent subjects, objects and means of strategic personnel management, interacting in the process of implementing the "strategic personnel management" function. The main working tool of such a system is the personnel management strategy.

Thus, the strategic personnel management system ensures the creation of structures, information channels, and most importantly, the formation of a personnel management strategy, its implementation and control over this process.

From the definition of strategic personnel management it follows that it is aimed at creating a competitive labor potential of the organization in order to implement the personnel management strategy. Based on this, all the functions of the personnel management system can be grouped into the following three areas: providing the organization with labor potential; development of labor potential; realization of labor potential.

Strategic personnel management is dual in nature. On the one hand, it is one of the functional areas within the strategic management of an organization (along with marketing, investment, etc.), on the other hand, it is implemented through specific personnel management functions aimed at implementing the personnel management strategy, and from this point of view it is functional subsystem of the personnel management system.

Organizationally, the system of strategic personnel management is built on the basis of the existing organizational structure of the personnel management system. There are three main options for the organizational design of the system:

1. Complete isolation of the system into an independent structure (but at the same time there is a danger of separation from the operational practice of implementing the strategy).
2. Separation of the strategic management body into an independent structural unit (strategic management department) and the formation of strategic working groups based on the divisions of the personnel management system.
3. Formation of a system of strategic management of personnel without separation into structural units (but at the same time, issues of strategic management are given a secondary role).

The most effective option is to create a "headquarters" strategic department within the framework of the personnel management system and coordinate the activities of other departments on strategic planning issues, when part of the personnel of already existing divisions of this system is assigned responsibilities for the "strategic personnel management" function.

The implementation of the personnel management strategy is an important stage in the strategic management process. For its successful course, the leadership of the organization must follow the following rules:

- goals, strategies, tasks for personnel management should be carefully and timely communicated to all employees of the organization in order to achieve on their part not only an understanding of what the organization and the personnel management service are doing, but also informal involvement in the process of implementing strategies, in particular development of employees' obligations to the organization for the implementation of the strategy;
- the general management of the organization and the heads of the personnel management service must not only ensure the timely receipt of all the resources necessary for the implementation (material, office equipment, equipment, financial, etc.) but also to have a strategy implementation plan in the form of targets for the state and development of labor potential and record the achievement of each goal;
- the purpose of the strategy implementation process is to ensure the coordinated development and implementation of strategic plans for the structural units of the organization as a whole and the personnel management system.

During the implementation of the strategy, 3 tasks are solved:

First, the priority among administrative tasks (general management tasks) is established so that their relative importance corresponds to the personnel management strategy that the organization and the strategic personnel management system will implement.

Secondly, a correspondence is established between the chosen personnel management strategy and internal organizational processes, processes within the personnel management system itself. To ensure that the activities of the organization are focused on the implementation of the chosen strategy.

Thirdly, it is the choice of the style of management of the organization as a whole and in individual units that is necessary and appropriate for the personnel management strategy.

The tools for implementing the personnel management strategy are personnel planning, personnel development plans, incl. his training and career advancement, solving social problems, motivation and remuneration.

The management of the implementation of the personnel management strategy is assigned to the deputy head of the organization for personnel. But he must rely on the active support of middle managers.

The implementation of the personnel management strategy includes two stages: implementation of the strategy and strategic control over its implementation and coordination of all actions based on the results of control.

The implementation stage includes:

- development of a plan for the implementation of a personnel management strategy;
- development of strategic plans for the divisions of the personnel management system as a whole;
- activation of start-up activities for the implementation of the strategy.

The purpose of the strategic control stage is to determine the compliance or difference between the implemented personnel management strategy and the state of the external and internal environment; outline the directions of changes in strategic planning, the choice of alternative strategies.

5 Conclusion

In conclusion, the following conclusions can be drawn:

Strategic personnel management is the management of the formation of a competitive labor potential of an organization, taking into account ongoing and upcoming changes in its external and internal environment, which allows the organization to survive, develop and achieve its goals in the long term.

The purpose of strategic personnel management in an organization is to ensure a coordinated and adequate state of the external and internal environment, the formation of the organization's labor potential for a long period.

The subject of strategic personnel management is the personnel management service of the organization and the top line and functional managers involved in the type of activity, the object of strategic personnel management is the total labor potential of the organization, the dynamics of its development, structures and target relationships, personnel policy, as well as technologies and management methods based on the principles of strategic personnel management.

Strategic personnel management of an organization is based on the strategic management of the entire organization, in addition, there is an inverse relationship.

In Ukrainian organizations, strategic personnel management technologies have not yet been sufficiently developed, which is one of the reasons for the problems of the personnel management system.

In Ukrainian science, there is also little information, research, literature on the issues of strategic management of the organization's personnel.

Literature:

1. Harris, S., Sutton, R.: *Functions of parting ceremonies in dying organizations*. Academy of management journal, 1986, 19, p. 5–30. Available at: <http://www.gslis.utexas.edu/~ssoy/users/1391d1b.htm>.
2. Iasechko, M., Shelukhin, O., Maranov, A.: *Evaluation of the use of inertial navigation systems to improve the accuracy of object navigation*. International journal of computer science and network security, 2021, 21, 3, p. 71–75. Available at: http://paper.ijsns.org/07_book/202103/20210310.pdf.
3. Iasechko, M., Iasechko, S., Smyrnova, I.: *Aspectos pedagógicos do autodesenvolvimento de alunos de educação a distância na Ucrânia*. Laplage Em Revista, 2021, 7 (Extra-B), p. 316–323. Available at: <https://doi.org/10.24115/S2446-622020217Extra-B929p.316-323>.
4. Iasechko, M., Kharlamov, M., Skrypchuk, H., Fadyeyeva, K., Gontarenko, L., Sviatnaia, O.: *Artificial intelligence as a technology of the future at the present stage of development of society*. Laplage Em Revista, 2021, 7 (Extra-D), p. 391–397. Available at: <https://doi.org/10.24115/S2446-622020217Extra-D1119p.391-397>.
5. Improvements in version moodle 1.9 [Electronic resource]. Available at: http://docs.moodle.org/en/Release_Notes#Moodle_1.9.1.
6. Index of codes. Available at: http://www.ecgi.org/codes/all_codes.php.
7. Methodology for using an electronic textbook in physics lessons. Available at: <http://works.tarefer.ru/64/100534/index.html>.
8. OECD. Education at a Glance 2016: OECD Indicators, OECD Publishing, 2016, Paris. Available at: <https://doi.org/10.1787/eag-2016-en>.
9. Organization of distance learning using modern ICT. Available at: http://uotashtagol.3dn.ru/doc/PDF/Dist_Obuch/metodicheskie_rekomendacii_dlja_pedagogov_obrazova.pdf.
10. Polat, E. S.: *Distance learning models*, 2008. Available at: <http://hr-portal.ru/article/modeli-distancionnogo-obucheniya-polat-es>.
11. Kushnir, I., Kuryliuk, Y., Nikiforenko, V. et al. (2021). Current Problems of Criminal Law Protection of Information Relations in Border Sphere. International Journal of Computer Science and Network Security. Vol. 21. No. 11. pp. 171–176.

11. Technology of creation of electronic teaching aids [Electronic resource]. Available at: www.ido.rudn.ru/nfpk/tech/t1.html.

Primary Paper Section: A

Secondary Paper Section: AM