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labor resources, management, vector of strategic management, strategy of management, business, life cycle of business, innovative technology

In a general sense, an enterprise strategy is associated with its long-term goals, providing a roadmap for development taking into account existing labor, financial, information resources, allowing you to focus on specific problems. Accordingly, an important role in this case is played by personnel, performing the tasks defined at each stage. The problem of many enterprises is to change the existing management system after the adoption of a common strategy. This may be due to the reluctance of staff to restructure their thinking, the inefficient use of human capital, and also due to little experience and professionalism. The manpower is the country's population with individual qualities and properties (knowledge, skills, abilities, health, psychology) that affect the ability to work. Also, the company's labor resources include quantitative and qualitative characteristics of the organization's personnel as an important resource related to the fulfillment and achievement of the goals of long-term development. The security of the enterprise with labor resources is determined by comparing the actual number of employees by categories with their planned needs. The completion of frames is one of the key elements of the service robot personnel management be either an organization, so as to provide an opportunity to store the effectiveness of the entire organization. Personnel strategy of the enterprise is a part of the organization and management process. So, the ranks "core" on which the whole system of personnel management is organized. Without a strategic vector, you can't do without development, because its functionality is wide in a wide range of problems that you need to stand in front of the organization. The personnel strategy is presented at the top view of principles and principles, which means to directly and fundamentally interact with personnel. For the additional personnel strategy, realizable values and personnel management. The main method of personnel strategy is to secure the personnel balance, to improve the staffing process and to save the number of employees in a special warehouse, as well as the need for organization and formation of a contingent pension plan. Also, it is part of the personnel strategy to come in to optimize productivity and increase labor turnover. This article shows the need for meeting the requirements of strategic strategies for personnel with the effective employment potential of employees. Considered the strategy of managing labor resources in the implementation of personnel policies. Selected vectors of strategic management of labor resources and strategic management in deposits of a different type. The analysis of the vector of strategic management and the type of strategy in the deposits in the live cycle of the enterprise has been analyzed. The article deals with the development of victorious winter types on stages, as well as a combination of strategic strategy. The use of innovative technologies in personnel policy during the crisis is proposed.

**ВЕКТОРИ СТРАТЕГІЧНОГО УПРАВЛІННЯ ТРУДОВИМИ РЕСУРСАМИ****Череп О. Г., Тимошик В. Ю.***Запорізький національний університет  
Україна, 69600, м. Запоріжжя, вул. Жуковського, 66***Ключові слова:**

трудові ресурси, управління, вектор стратегічного управління, стратегія управління, підприємство, життєвий цикл підприємства, інноваційні технології.

Комплектування кадрів є одним із ключових елементів роботи служби управління персоналом будь-якої організації, оскільки від якості відібраних кадрів залежить ефективність діяльності організації взагалі. Кадрова стратегія підприємства є невід'ємною частиною організаційного та управлінського процесу. Це так званий "кістяк", на який спирається вся система кадрового управління організацією. Без стратегічного вектора розвитку не обійтися, його функція полягає у вирішенні широкого спектру завдань, що стоять перед організацією. Кадрова стратегія подана у вигляді сукупності цілей і принципів, що визначають напрям і основу взаємодії з кадрами підприємства. За допомогою кадрової стратегії реалізуються цілі та завдання кадрового управління. Головною метою кадрової стратегії є забезпечення кадрового балансу шляхом раціоналізації процесу оновлення

кадрів і збереження чисельності якісного особового складу, виходячи з потреб організації і сформованої кривої попиту й пропозиції на ринку праці. Також до цілей кадрової стратегії входять заходи щодо оптимізації продуктивності і збільшення обороту трудової сили. У статті показано необхідність застосування підприємствами стратегії відбору персоналу з метою ефективного використання трудового потенціалу співробітників. Розглянуто стратегії управління трудовими ресурсами при реалізації кадрової політики. Виділено типи векторів стратегічного управління трудовими ресурсами і розглянуто стратегії управління залежно від обраного типу. Проаналізовано застосування векторів стратегічного управління і видів стратегій залежно від життєвого циклу підприємства. Доведено доцільність використання різних типів на кожному етапі, а також комбінування кількох стратегій. Запропоновано використання інноваційних технологій у кадровій політиці під час кризового стану.

### Statement of the problem

The personnel of an enterprise are one of the main productive forces on which the financial results depend for their efficient use. The qualification of the personnel, their professional suitability and personal qualities influence the profitability of the enterprise. The strong need for skilled workers stems from the extreme degree of competition among the employers of the organizations. However, it was a misconception that the main objective was only to attract new staff. The main human resources work is focused not only on the identification and recruitment of new specialists, but also on the continuous support of the existing staff and the elimination of staff turnover.

Today, people are attracted not only to decent wages, but also to a sense of unity with a vibrant organization, with its responsible and fair leadership, which is able to build a flow of correct social-economic relations with the personnel, based on the basic principles of a rational personnel strategy of the enterprise. An effective workforce strategy for the organization's workforce helps to create a comfortable working environment by fulfilling the employees' career expectations, building their trust in the organization and confidence in the future, which favours the general emotional background of the staff, in particular by improving the functioning of the enterprise as a whole.

In order to manage an enterprise effectively, building on traditional management practices, it is necessary to use innovations - that is, new, improved and innovative management approaches, because nowadays the basis of any kind of enterprise management is highly efficient activity based on progressive innovative factors.

### Analysis of recent studies and publications

Problems of labor management were investigated by many domestic and foreign authors, disclosed in the writings of D. A. Ashirov, A. A. Borisova, T. A. Volodzhskoy [5] who considered basic approaches to the formation of personnel management strategies. The main difference was the location of the personnel management strategy relative to the overall strategy of the enterprise. O. Gabriel [7] devotes considerable attention to modern collective formation technologies, among which special place is given to command formation, coaching technology and their application in the development of human resources of the organization. He highlights the development of the emotional competence of management staff, V. M. Helmand [4] in his works examines the management of labour resources in mechanical

engineering enterprises during the period of crisis. Y. M. Kaufman [1] proves the need for enterprises to adopt a staff selection strategy in order to make efficient use of the workforce's potential. D. Cooper, V. M. Magura, L. A. Naumenko [7] argue that it is necessary to resolve the issue of developing a new concept of personnel management, strengthening the place and role in their management related to modern personnel management in enterprises. L. I. Petrova [3] defines the strategic management of the human resources of the organization as a new stage. The development of personnel management in the light of a forward-looking forecast of the future, on the basis of which, rather than the reverse, relevant management actions are carried out. N. V. Chebanov emphasizes that the strategies developed by the vast majority of them focus on personnel management, but not on the labour force of the enterprise, restricts the objective application of strategies to the potential component of the labour force [2].

### Objectives of the article

The objective of the article is to analyse the vectors of strategic management of labour resources in the enterprise.

### The main material of the research

The personnel of an enterprise are one of the main productive forces on which the financial results depend for their efficient use. The qualification of the personnel, their professional suitability and personal qualities influence the profitability of the enterprise. The strong need for skilled workers stems from the extreme degree of competition among the employers of the organizations. However, it was a misconception that the main objective was only to attract new staff. The main human resources work is focused not only on the identification and recruitment of new specialists, but also on the continuous support of the existing staff and the elimination of staff turnover.

An effective workforce strategy for the organization's workforce helps to create a comfortable working environment by fulfilling the employees' career expectations, building their trust in the organization and confidence in the future, which favours the general emotional background of the staff, in particular by improving the functioning of the enterprise as a whole.

Effective management depends on sound and rational management decisions. When making optimal decisions, a comprehensive analysis of the enterprise's activities is carried out, as a result of which it is possible to identify reserves and develop efficiency measures. In the

management of human resources, a personnel development strategy is one of the components of an enterprise's efficiency, which: gives advantages to counteracting competitors in its market of products (services); creates an efficient use of the workforce; displays the ability of staff to develop creatively, creatively and innovatively. Generally speaking, an enterprise's strategy is linked to its long-term objectives by providing a road map for development, taking into account available labour, financial and information resources, allowing for a focus on specific problems. Accordingly, the personnel involved play an important role in each phase of the task. The challenge for many enterprises is to change the current management system after the adoption of a common strategy. This may be due to the reluctance of staff to reorganize their thinking, the inefficient use of human capital, and the lack of experience and professionalism [1].

The company's personnel strategy is an integral part of the organizational and management processes. The so-called "skeleton" on which the whole system of personnel management of the organization is based. The strategic vector of development is indispensable, and its function is to address the broad range of challenges facing the organization.

The Human Resources Strategy is presented as a set of goals and principles that define the direction and basis of interaction with the enterprise's personnel. The human resources strategy fulfils the goals and objectives of human resources management.

The term staffing strategy has several variations:

- in a broad sense, a personnel strategy is a system of rules and norms that are understood in terms of the needs of the organization and are related by precise wording, which directly affect the workforce according to the enterprise development strategy. It follows that all elements of human resources work, such as the selection of candidates for vacant posts, the development of a staffing table, training, the assessment of a staff member's performance through appraisal, the development of each staff member's human resources capacity through career planning, are: is the result of complex and multifaceted strategic planning.

- in the narrow sense of the term, the personnel strategy is expressed by summarizing a set of rules and regulations containing exhaustive information and an algorithm for the action of a situation in personnel management.

In practice, human resources policy is a general direction for people management and includes: the basic principles, methodologies, rules and norms in the context of working with staff; it is clearly defined and documented.

Human resources strategy is one of the directions of modern management aimed at the development and effective use of the human resources potential of the organization.

The main objective of the human resources strategy is to achieve a balanced workforce by rationalizing the process of renewal and maintaining the quality of the workforce,

taking into account the needs of the organization and the prevailing supply and demand curve in the labour market. The human resources strategy also aims to optimize productivity and increase labour turnover. Monitoring - comparing actual performance with planned performance, measures to eliminate anomalies, for example: creation of vacancies filling a deficiency of work units, professional training of employees, dismissal of personnel whose competence does not meet company standards.

It is well known that any strategy is designed for a specific purpose. Accordingly, the diversity of objectives implies a broad typology of strategies. However, many of the well-known policy classifications focus not on the purpose but on certain activities of companies in the field of economic interests [2. p. 80]

Looking at the types of strategic workforce management vectors, there are two main types: functional and organizational development (Figure 1), there are several strategies for the management of labour in enterprises.

The first set of strategies supports the processes of the organization. Among them are strategies of planning, development of human resources, remuneration. These strategies can be more specific, such as intangible remuneration, internal recruitment and management development. The nature and focus of the functional strategies include staff savings strategies and contrasting strategies based on increased investment in staff, learning and development, remuneration and organizational maintenance. These strategies are characterized by the following labour force requirements: initiative, enterprise, business, risk and responsibility, relative stability in numbers (business strategy), ability to adapt quickly to changes, to acquire professional knowledge, skills and skills (adaptation strategy), strict compliance with labour regulations, high work discipline, stability of staff (consumer and bureaucratic strategies).

As the name of the second group indicates, these strategies are not related to the functioning, but to the development of the organization. The main requirements for the workforce are innovation, creativity of thinking, ability to make creative decisions, creativity of work (innovation strategy), unity of values and interests, Cooperation and creation to achieve the common strategic goals of the company (partnership and identification strategy) [3, p. 250].

Each version of the strategy is considered according to the following indicators:

- personnel and personnel situation;
- principles of personnel policy in the areas of motivation and remuneration, staff development, budgeting of personnel work;
- specifics of the technology used in personnel management;
- corporate culture.

The key performance indicator of the strategy is the competitive advantage the organization obtains as a result of the strategy adopted.

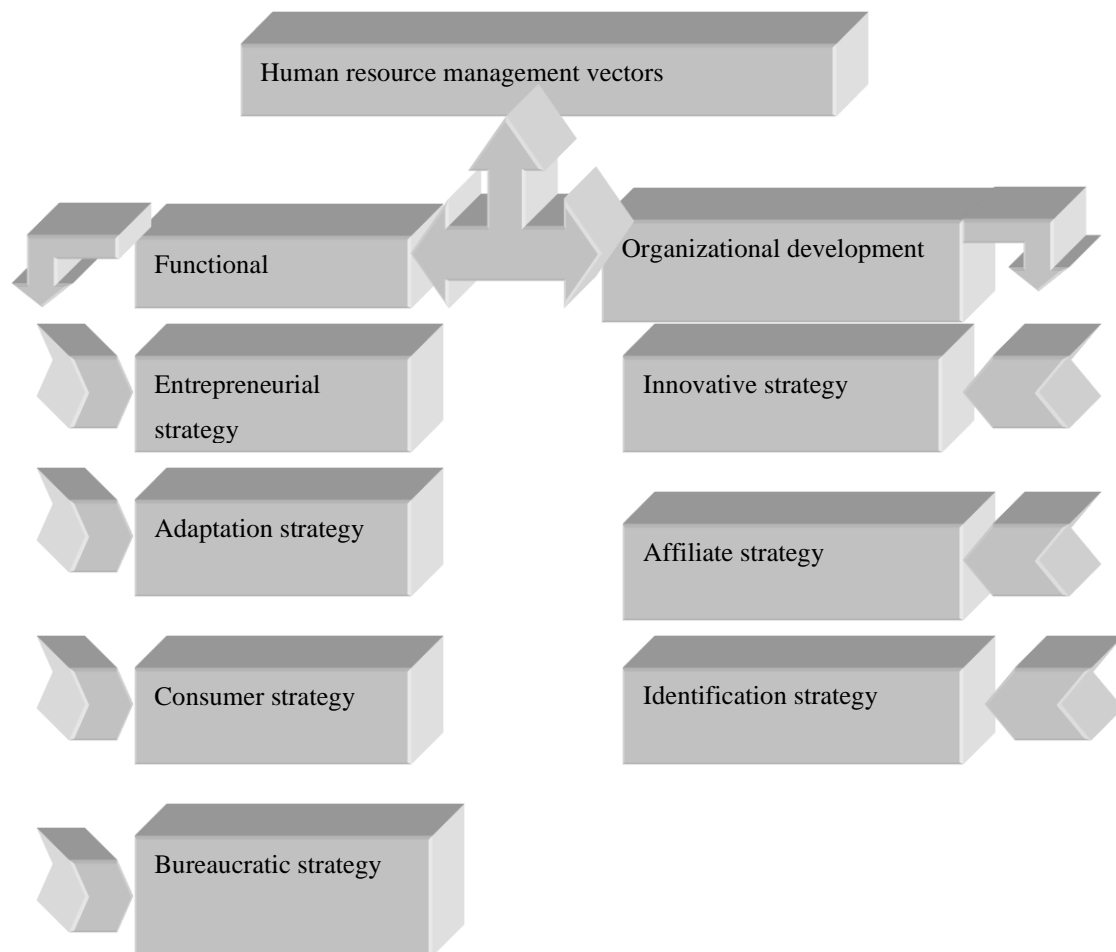


Fig. 1. Types of strategies according to human resource management vectors (developed by authors based on [2], [3])

At the present stage of innovation and technological development, globalization of the market economy and labour resources are one of the most important factors for the competitiveness of any enterprise. It should be borne in mind that, in the process of selecting a personnel strategy vector, the assessment of the same environmental factors for a company and for the personnel management system may differ. In the former case, the factor can be considered as neutral and indirect, and in the latter as positive (or negative) and direct.

It is advisable to select the vector of an enterprise's human resources management strategy depending on the stage of the life cycle. This should take into account certain personnel management policy requirements set out separately for each stage [5, p. 32].

Thus, when an enterprise is in its infancy, the direction of the personnel management strategy should be functional, since there is no experience and no clear forecast of the development of the labour force and the enterprise as a whole: the human resources are not fully developed, Their potential has not been fully exploited.

For the enterprise, is going through a stage of growth, also useful functional vector.

If new types of business are opened and temporary groups of employees are formed, a branch of organizational development may be introduced. The use of a partnership and identification strategy (by agreeing on a common strategy of the enterprise and its human resources) is more

appropriate when forming a permanent workforce of the enterprise.

In the case of a mature enterprise, it is possible to use a combination of two vectors, since there is already sufficient work experience, clear forecasts of the development of staff requirements, established philosophy of its management and basic values. An innovative strategy is advisable when carrying out the renewal of personnel, searching for new opportunities and reserves for the development and functioning of the enterprise.

When an enterprise has passed the preliminary stages of its development and is in a state of decline, bureaucratic, consumer or innovative strategies are used to shape the personnel management strategy.

For all other cases, a staff management partnership strategy is useful. It has fully taken into account and partially eliminated the shortcomings of other approaches: difficulties in the practical implementation, partial consideration of the principle of economic efficiency, consistency with the objectives of the enterprise's general strategy, etc.

The threats and opportunities facing the enterprise in the context of labour management can be identified in seven macro-level segments: social, economic, political, technological, environmental, institutional, international. [2, p. 188].

Crisis management involves the search for savings and requires the introduction of new forms and methods of personnel management, as well as of the enterprise as a

whole. Enterprises need to mobilize all available resources, especially human resources, to maintain their (or even development) position. In addition, the effectiveness of personnel management directly affects

Stability of business operations. In this context, the importance of working with staff increases during a crisis. The activity of the enterprise in crisis conditions differs significantly from its stable functioning: the staff has to perform non-standard tasks, requires the employees to mobilize their own potential and increase the psychological burden. Crisis situations change the behaviour of staff and have a negative impact on their performance. Accordingly, crisis management of personnel should be significantly different from traditional and systematic [3, p. 246].

The strategic objective of innovation in the management of labour resources in the service sector is to develop and improve the efficiency of the labour force from a perspective [5]. In both cases, the end result should be better management of labour resources, which in turn leads to productivity gains and efficiency gains in the service sector. The improvement of the efficiency of the service enterprise consists in the selection, with the volume of services, of such a combination of resources [6, p. 195].

Today, the world is facing a global crisis in all spheres of its existence – a pandemic. The full question before the industry is how to continue operating under total quarantine. Nowadays many people work in the so-called “remote work” mode, small and medium business enterprises forced to send their employees to “quarantine” vacation.

In our view, enterprises will increasingly turn to innovative human resources policies in times of crisis. As downside, the reduction of production capacity and the amount of production and management personnel of the enterprise in accordance with real demand and market opportunities. The use of this method leads to a significant reduction in fixed costs and a reduction in the cost of production.

The re-engineering is a fundamental rethinking and radical redesign of business processes to achieve significant improvements in key performance indicators for modern business, such as cost, quality, service and speed.

The autoplasm is a complex of activities aimed at supporting dismissed employees. As a form of termination of an employment contract between enterprises and employees, the company provides for the involvement of specialized organizations in order to assist the persons concerned in finding employment.

Outsourcing is the outsourcing of certain business functions or parts of the business process of an enterprise to an external contractor. Information technology, accounting, payroll, administrative support, corporate property services are most often outsourced. HR outsourcing (or outsourcing of work processes) is a form of outsourcing and consists of efficiently redistributing labour flows and offering beneficial human resource management solutions.

The outstaffing is a staff move. The specialized agency regulates the existing staff of the client company or specifically hires employees for it.

Staff leasing is seen as a form of temporary or emergency outsourcing. Personnel leasing means the use of borrowed personnel by the company-customer, is permanently in the staff of the company-provider [7, p. 422-424].

### Conclusions

Thus, the choice of the direction of the enterprise’s human resources management strategy depends first of all on the basic strategy of the enterprise and the objectives of the enterprise set for itself. Also, the vectors of strategic workforce management are highly dependent on the stages of the life cycle of the enterprise itself, and different strategies can be combined at different stages. It is important to understand that, in the context of the crisis that the world is experiencing today, traditional strategies may not be effective and enterprises must adapt to the current environment, using innovative labour management strategies, to reach their pre-crisis level with as little loss as possible.

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