

# LABOUR ECONOMICS, PERSONNEL MANAGEMENT AND MARKETING

UDC 005.95/.96:658

DOI <https://doi.org/10.26661/2414-0287-2023-3-59-13>

## FORMULATION OF PERSONNEL POLICY AS THE BASIS OF EFFICIENT ENTERPRISE ACTIVITIES

**Bekhter L.A.**

*Zaporizhzhia National University*  
*Ukraine, 69600, Zaporozhzhia, Zhukovsky str., 66*  
behter2018@ukr.net  
ORCID: 0000-0001-9931-9780

### Key words:

personnel, personnel policy,  
personnel potential,  
enterprise development  
management,  
enterprise competitiveness,  
policy competitiveness

It is noted that the personnel management system at a modern enterprise, regardless of the form of ownership, is the most powerful tool for ensuring competitiveness and development. It is determined that the personnel policy of an enterprise is one of the most important management tools, since in modern conditions the role of human resources in the implementation of business activities is crucial, and the quality of their management determines the success of the enterprise. It is found that the effective use of human resources can be achieved through the formation and implementation of an effective personnel policy of an enterprise, which today is considered the most important competitive advantage and means of achieving success of any modern enterprise. A number of requirements to the personnel policy of an enterprise are analyzed. The stages of formation of the personnel policy at the enterprise are disclosed. The most common problems of the enterprise's personnel policy are allocated, in particular: lack of qualified employees, which results in poor quality of work performed, high staff turnover at the enterprise, the problem of organizing the selection and recruitment of personnel. It is proved that the presence of a personnel policy at an enterprise as the basis for effective operation of an enterprise makes it possible to implement a competitive policy in the presence of high quality human resources. The dependence of enterprise competitiveness on the choice of personnel policy is analyzed. Recommendations for solving personnel problems at the time of formation of the enterprise's personnel policy have been developed, which can be the basis for the effective operation of the enterprise. It is noted that the effective development of an enterprise is based on a systematic approach to the personnel management strategy. It has been researched that the personnel policy is created to merge the efforts of all personnel of the enterprise to solve the tasks.

## ФОРМУВАННЯ КАДРОВОЇ ПОЛІТИКИ ЯК ОСНОВА ЕФЕКТИВНОЇ ДІЯЛЬНОСТІ ПІДПРИЄМСТВА

**Бехтер Л.А.**

*Запорізький національний університет*  
*Україна, 69600, м. Запоріжжя, вул. Жуковського, 66*

### Ключові слова:

персонал, кадрова політика,  
кадровий потенціал,  
управління розвитком  
підприємства,  
конкурентоспроможність  
підприємства,  
конкурентоспроможність  
політики

Зазначено, що система управління персоналом на сучасному підприємстві, незалежно від форми власності, є наймогутнішим інструментом забезпечення конкурентоздатності й розвитку. Визначено, що кадрова політика підприємства є однією з найважливіших управлінських інструментів, оскільки в сучасних умовах роль людських ресурсів у здійсненні підприємницької діяльності є вирішальною, а якість управління ними обумовлює успішність підприємства. Виявлено, що ефективного використання кадрового потенціалу можна досягнути завдяки формуванню та реалізації ефективної кадрової політики підприємства. Проаналізовано ряд вимог до кадрової політики підприємства. Розкриті етапи формування кадрової політики на підприємстві. Виокремлено найбільш поширені проблеми кадрової політики підприємства. Досліджено, що наявність кадрової політики на підприємстві як основа ефективної діяльності підприємства дає можливість здійснення конкурентоспроможної

політики за наявності високої якості кадрового потенціалу. Проаналізовано залежність конкурентоспроможності підприємства від вибору кадрової політики. Розроблені рекомендації щодо вирішення кадрових проблем на момент формування кадрової політики підприємства, що може бути основою ефективної діяльності підприємства. Зазначено, що ефективний розвиток підприємства полягає в системному підході до стратегії управління персоналом. Досліджено, що кадрова політика створена для злиття зусиль всього персоналу підприємства для вирішення поставлених завдань.

### Formulation of the problem

To determine the direction and basis of work with personnel, the personnel policy of the organization is developed, through which the goals and tasks of personnel management are implemented. This approach is characteristic of large enterprises and civil service systems, because it is precisely in such organizations that the principle of compliance with the personnel policy of the enterprise is most consistently implemented.

### Analysis of recent research and publications

Many Ukrainian scholars have paid attention to the issues of personnel policy, such as: Blyznyuk V.V., Boginya D.P., Grishnova O.A., Kolot A.M., Novikova O.F., Petyukh V.M., Chuhno A.A. and others, materials of scientific conferences, periodicals, Internet resources of specialized professional portals, etc.

### Formulation of goals

The purpose of the article is the determination of the essence and role of the personnel policy as the basis of the effective operation of the enterprise in the modern conditions of the enterprise's development.

### Presentation of the main research material

The personnel management system at a modern enterprise, regardless of its form of ownership, is a powerful tool for ensuring competitiveness and development [2]. The personnel management service implements the personnel policy and coordinates the activities of managing the enterprise's labor resources; expands its functions to create new systems of incentives for labor activity, management of professional advancement, conflict prevention, study of the labor market, creation of personnel reserves for management personnel [5].

The personnel policy of the enterprise is one of the most important management tools, because in modern conditions the role of human resources in the implementation of entrepreneurial activity is decisive, and the quality of their management determines the success of the enterprise. Considering the structure of the personnel policy, it can be noted that the motivation of the personnel's work occupies a prominent place. This is explained by the fact that the company will not be able to achieve significant results without the presence of professional, development-oriented, innovative and motivated personnel. Therefore, when forming the personnel policy of the enterprise in the field of labor motivation and when improving it, increased attention should be paid to these components [10].

Personnel policy is a system of working with personnel that unites various forms of activity and aims to create

a cohesive and responsible high-performance team to realize the company's capabilities and adequately respond to changes in the external and internal environments.

The concept of personnel policy in a broad sense is a system of rules and regulations. In a narrow sense, it is a set of specific rules and wishes in the relationship between employees and organizations.

The English specialist in the field of personnel management D. Greste believes that ensuring the personnel policy is:

- organizational integration;
- senior management and line managers adopt the developed and well-coordinated human resource management strategy as their own and implement it in their operational work, closely interacting with services;
- a high level of responsibility of all employees, which means both identification with the company's core values and persistent implementation of the set goals in practical work;
- functionality;
- variation of functional tasks, which means abandoning the traditional, rigid delineation of different types of work, as well as the use of various forms of labor contracts (full-time, part-time and hourly employment);
- structurality;
- adaptation to continuous training, organizational changes, flexibility of organizational and personnel potential, high quality of work and its results, working conditions (working environment, work content, employee satisfaction) [4].

Effective use of personnel potential can be achieved thanks to the formation and implementation of an effective personnel policy of the enterprise, which today is considered the most important competitive advantage and a means of achieving success for any modern enterprise. In general, the organization's personnel policy is understood as a system of theoretical views, requirements, principles that determine the main areas of work with personnel, as well as methods of this work that allow creating a highly productive cohesive team.

In order for the personnel policy to meet its purpose, it must meet a number of requirements, namely:

- it should be closely related to both the strategic goals and current tasks of the organization;
- it should be developed as a result of discussions and consultations at various levels of the enterprise;
- it should be formulated clearly and concisely in writing and cover the main areas of work with personnel;
- must be communicated to all employees of the company;
- it should contain specific practical steps for its implementation;

– separate areas of personnel policy should be interconnected and complement each other [3].

In modern conditions, personnel policy will be considered effectively formed if it meets the following requirements [8]:

- personnel policy should be related to the company’s development strategy. In this, it represents personnel support for the implementation of this strategy;
- personnel policy should be sufficiently flexible, i. e. it should be stable on the one hand, and dynamic on the other;
- the personnel policy should be economically justified, i. e. based on the real financial capabilities of the enterprise;
- personnel policy should ensure an individual approach to employees.

Personnel policy is a system of rules and norms, aspirations and restrictions in the relationship between personnel and the organization as a whole, according to which employees act in the internal and external environment. An example can be personnel policy for hiring, transferring and dismissing employees, etc. Formation of personnel policy is carried out in several stages. Each stage requires certain clear actions to be taken to achieve a specific goal. The stages of personnel policy formation at the enterprise can be considered in the table. 1 [9].

Based on the table 1, it is important to investigate a number of modern problems that arise in the formation of personnel policy at the enterprise. The following are among the most common problems:

- lack of qualified workers, which ultimately leads to low quality of performed works;
- high staff turnover at the enterprise. The main reason for staff turnover is dissatisfaction with their position. In particular, dissatisfaction with the existing salary, disrespectful attitude of the management, lack of opportunities for self-realization and self-assertion, lack of conditions for recreation, weak incentive and motivation system, etc;
- the problem of organizing the selection and recruitment of personnel. This problem is directly caused by the oversaturation of the labor market with labor, so the company’s management needs to create all conditions for attracting such personnel, in which their personal characteristics, skills, and knowledge will best meet the company’s goals. To solve these and other problems, the company develops a certain mechanism for implementing its personnel policy [7].

The presence of a personnel policy at the enterprise as the basis of the effective operation of the enterprise makes it possible to implement a competitive policy in the presence of high-quality personnel potential. The competitiveness of the enterprise depends on the competitiveness of each team member. Thus, the competitiveness of an employee, according

to O.A. Grishnova, is the conformity of the quality of the workforce to the needs of the market, the ability to win in competition on the labor market, i. e. to more fully satisfy the requirements of employers in terms of knowledge, abilities, skills, and personal traits compared to other candidates [9]. In terms of quality, competitiveness is characterized by a set of consumer properties of the workforce capable of ensuring effective work, in particular: profession, seniority, age of the employee, knowledge of foreign languages, etc. In terms of quantitative characteristics, the category “employee competitiveness” can be determined by such indicators as labor productivity and labor efficiency, working time spent on certain operations (works), quality of manufactured products, raw material costs [1]. Personnel policy is also interconnected with these quantitative and qualitative indicators. They form the basis for calculating the effectiveness of the company’s existing personnel policy, and also make it possible to improve the latter. In fig. 1 shows the dependence of the company’s competitiveness on the selected personnel policy.

Based on fig. 1, it can be said that personnel policy is an integral part of the organization’s strategically oriented policy. The content of personnel policy is work with personnel in accordance with the concept of enterprise development as the basis of effective enterprise activity. The purpose of the personnel policy is to ensure an optimal balance of the processes of updating and preserving the quantitative and qualitative composition of personnel in its development in accordance with the needs of the organization itself, therefore this policy must meet the requirements of the current labor legislation and the state of the labor market in the region [11].

Based on the above, we will provide some specific advice on solving the above-mentioned problems at the time of forming the personnel policy of the enterprise, which can be the basis of the effective operation of the enterprise:

Employee policy:

- establishing strategic and organizational processes for selecting and hiring employees, namely:
  - 1) development of a two-level personnel structure, which will include “main personnel”, that is, the most valuable and qualified workers and “peripheral” employees who perform less important and responsible tasks;
  - 2) location of the enterprise;
- organization of training and reconstruction, improvement of personnel qualifications;
- creation of all the necessary conditions for the development of human potential in business, which is the result of the effective operation of the enterprise – this will provide it with business competition on the market;

Table 1 – Stages of formation of personnel policy at the enterprise [6]

№	Name of the stage	The goal of work with personnel	Activities
1	Normalization	Coordination of principles and goals of work with personnel with strategic development of the organization	Conduct an analysis of corporate culture, strategy and state of development organizations
2	Programming	Development of the program, ways of achieving the goals of personnel work, taking into account the conditions and possible changes situations	Develop a system of measures to achieve the goals in the form of a document, taking into account the current state and necessarily taking into account possible changes
3	Personnel monitoring	Development of procedures for diagnosing and forecasting of the personnel situation	Conduct an analysis of the state of personnel potential

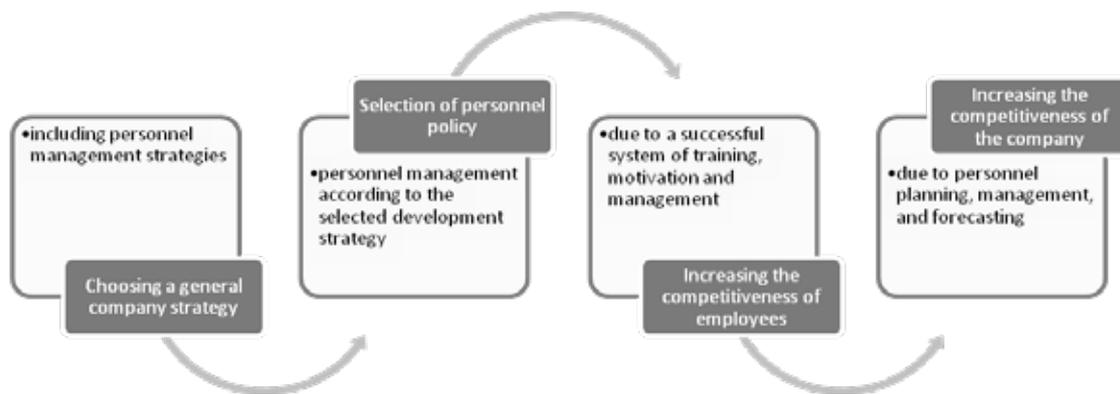


Fig. 1 – Dependence of the enterprise's competitiveness on the choice of personnel policy [6]

– development of effective employee management methods as a practical and reasonable situation of placement, use and provision of personnel that will ensure professional development;

– development of social and labor relations between employees and management regarding labor and employee development, working conditions and social protection;

– creation of an effective system of stimulating the work of employees, including non-material and material motivation and development of key areas of work to motivate employees, etc.

### Conclusions

The effective development of the enterprise consists in a systematic approach to the personnel management strategy. The personnel policy was created to merge the efforts of all the company's personnel to solve the assigned tasks. In the aspect of the modern innovative economy in the era of the

digital revolution, personnel policy should coincide with the concept of enterprise development and be considered as an important strategy of effective personnel management.

The personnel policy of modern company employees is to create a business development plan, to be sufficient and flexible, financially satisfactory and based on real business opportunities. It should form an individual approach to its employees. The principles of personnel policy can be defined as follows, in particular:

– democracy of management, which depends on readiness for cooperation;

– understanding of people, their needs;

– maintaining fairness and consistency.

Therefore, in accordance with modern economic conditions, the personnel policy should be aimed at creating such a system of working with employees to focus on obtaining not only economic and social effects, but also regulatory aspects and state decisions.

### References

1. Grisnova O.A. (2004). Human capital. Kyiv : Znannja. 214 p. [in Ukrainian]
2. Dashko I.M., Krylov D.V., Sierova V.Yu. (2021). Suchasni systemy upravlinnia personalom. *Finansovi stratehii innovatsiinoho rozvytku ekonomiky*. Vol. 4(52). P. 121–128. URL: <https://journalsofznu.zp.ua/index.php/economics/issue/view/140> (accessed: 28.02.2023). [in Ukrainian]
3. Denysenko M.P., Budiakova O.Yu. (2018). Kadrova polityka yak osnova formuvannia innovatsiinoi stratehii upravlinnia personalom pidpriemstv. *Vcheni zapysky Universytetu "KROK"*. Vol. 4(52). P. 231–238. [in Ukrainian]
4. Dykan V.V., Hladukh, M.V. (2017). Formuvannia kadrovoi polityky yak zaporuky efektyvnoi ekonomichnoi bezpeky pidpriemstva. *Sotsialna ekonomika*. Vol. 54(2). P. 88–92. [in Ukrainian]
5. Kolot A.M., Gerasimenko O.O. and Jrmoluk-Krek K.M. (2020). The sphere of work in the conditions of the global socio-economic reality 2020: challenges for Ukraine. Fond im. Fridrixa Eberta. 36 p. [in Ukrainian]
6. Martynenko V.P., Rudenko N.V. (2014). Kadrova polityka, yak instrument upravlinnia kadrovym potentsialom. *Efektyvna ekonomika*. Vol. 4. URL: <http://www.economy.nayka.com.ua/?op=1&z=2900> (accessed: 25.02.2023). [in Ukrainian]
7. Moroz Yu.K. Osoblyvosti formuvannia ta realizatsii kadrovoi polityky na pidpriemstvi. URL: <https://conf.ztu.edu.ua/wp-content/uploads/2021/11/37.pdf> (accessed: 28.02.2023). [in Ukrainian]
8. Suprunenko M., Drahan O. (2014). Formation of an effective personnel policy of the organization. *Scientific achievements of youth – solving the problems of human nutrition in the 21st century*. Vyp. 3. P. 213–215. [in Ukrainian]
9. Fedulova L.I. (2004). Management of Organizations : pidruchnyk / za zah. red. L.I. Fedulovoi. Kyiv : Lybid. 448 p.
10. Cherep A.V., Dashko I.M., Bekhter L.A., (2021). Osoblyvosti formuvannia ta realizatsii kadrovoi polityky pidpriemstva u sferi motyvatsii pratsi *Efektyvna ekonomika*. Vol. 2. URL: <http://www.economy.nayka.com.ua/?op=1&z=8687> (accessed: 25.02.2023). [in Ukrainian]
11. Cherep A., Adamenko M., Cherep O., Dashko I., Korolenko R., Kornukh O. (2023). The Influence of the Innovation Potential of Personnel on Strengthening Economic Security of Ukrainian Enterprises in the Post-War Period. *WSEAS Transactions on Business and Economics*. Vol. 20. P. 70–79. URL: <https://wseas.com/journals/bae/> (accessed: 28.02.2023). [in Greece]