

**FEATURES OF HUMAN RESOURCES POLICY OF A MODERN ENTERPRISE****Helman V. M.***Zaporizhzhia National University  
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**Key words:**

personnel, personnel policy, role of personnel policy, types of personnel policy, algorithm for developing personnel policy.

The article notes that personnel are the most important resource that ensures the effective operation of the enterprise. The results of its work largely depend on the competence, professionalism, discipline and qualifications of the personnel. The well-being of the enterprise depends on the effective and well-coordinated work of the personnel, the conditions that are provided for this, the elimination of factors that interfere with the effective interaction of subordinates and the administration. The attention is focused on the role of personnel policy for the purpose of increasing the efficiency of personnel. The development, availability and active use of personnel policy allows avoiding conflict situations, maintaining a friendly working atmosphere, increasing the efficiency of the enterprise and personally each member of the team. The theoretical aspects of personnel policy are highlighted and the problem of forming an appropriate personnel policy of the enterprise for solving the set strategic tasks and achieving the corresponding goals is updated.

**ОСОБЛИВОСТІ КАДРОВОЇ ПОЛІТИКИ СУЧАСНОГО ПІДПРИЄМСТВА****Гельман В. М.***Запорізький національний університет  
Україна, 69600, м. Запоріжжя, вул. Жуковського, 66***Ключові слова:**

кадри, кадрова політика, роль кадрової політики, типи кадрової політики, алгоритм розробки кадрової політики.

В статті наголошено, що кадри виступають найважливішим ресурсом, який забезпечує ефективну діяльність підприємства, результати роботи якого багато в чому залежать від компетенції, професіоналізму, дисципліни і кваліфікації персоналу. Від того, наскільки ефективна і злагоджена робота персоналу, які умови для цього забезпечуються і як усуваються чинники, що заважають ефективній взаємодії підлеглих і адміністрації, залежить добробут підприємства. Акцентовано увагу на ролі кадрової політики у підвищенні ефективності праці персоналу, а також на тому, що її розробка, наявність і активне використання дозволяє уникати конфліктних ситуацій, підтримувати дружню робочу атмосферу, підвищувати ефективність діяльності підприємства і особисто кожного члена колективу. Висвітлено теоретичні аспекти кадрової політики та актуалізовано проблему формування належної кадрової політики підприємства для розв'язання поставлених стратегічних завдань та досягнення відповідних цілей.

**Problem statement**

Personnel are the most important resource that ensures the effective operation of the enterprise, the results of which largely depend on the competence, professionalism, discipline and qualifications of personnel. The well-being of the enterprise depends on how efficiently and harmoniously the employees act, what conditions are provided for this, and how the factors that hinder the normal interaction of subordinates and the administration are eliminated. The activities of cadres and management should take into account the available labor resources and adjust work to improve labor efficiency. The personnel policy of the enterprise is designed for the use of various methods, tools, selected based on the current needs of the enterprise. In order to obtain stable high results, the administration is recommended to start by studying what the personnel policy of the enterprise is, and how to form and implement it in practice.

**Analysis of recent researches and publications**

The issue of personnel policy is the object of constant attention of domestic and foreign managers and scientists. The need for the formation of a systematic personnel policy is analyzed in the works of famous Ukrainian scientists, in particular: Belyakova V. V., Borshch V. I., Vodolazhska T. O., Gasiuk L. M., Gladukh M. V., Glebova A. O., Golovko S. A., Dykan V. V., Ivanov S. M., Ivanov M. M., Kavtysh O. P., Kalyuzhna Yu. V., Krivoruchko O. M., Linnik I. M., Maksymyshyna O. V., Malytch V. V., Martynenko V. P., Marchenko V. M., Pogrebnyak A. Yu., Rudenko N. V., Smelyanets N. I., Strehova S. V., Terentieva N. V., Timoshik V. Yu., Cherep A. V., Cherep O. G., Hondoka V. A. and others. Many scientists have studied the peculiarities of personnel policy at enterprises in different countries of the world, in particular F. Gibni, I. L. Goldstein, M. M. Greller, D. Ye. Guest, K. Donelli, J. P. Meyer, H. Minsberg, T. R. Nitchell, K. R. Murphy, K. Pidjels, S. Winning,

W. Ouchy and others. However, despite the wide range of research on personnel issues, issues of formation and implementation of personnel policy remain relevant and require further research.

#### **Formulation of article objectives**

The objectives of this article are to highlight the theoretical aspects of personnel policy and update the problem of forming an appropriate personnel policy of the enterprise to solve strategic goals and achieve the appropriate goals.

#### **The main material of the study**

Due to the personnel policy, the goals and objectives of the human resources management process of the enterprise are implemented. The formation of personnel policy is carried out in order to create the most favorable working atmosphere at all levels for subordinates and to prevent force majeure situations that can destabilize the work.

Personnel policy is considered as a set of principles, methods, forms of organizational mechanism for the formation, reproduction, development and use of staff, creating optimal working conditions, its motivation and incentiveness [1, p. 156; 2, p. 58-59]. The object of personnel policy is directly the team (staff, as well as temporary or engaged on special terms (outsourcing, EDG, etc.). The main purpose of personnel policy is to ensure the optimal balance between the processes of recruitment, retention of personnel, its development in accordance with the needs of the enterprise, the requirements of current legislation and the state of the labor market [11, p.210].

Achieving this goal is possible through the implementation of personnel policy in the entire system of relations between employee and enterprise:

- forecasting the creation of new working places taking into account the introduction of new technologies;
- development of the program of development of the personnel for the purpose of the decision both current, and future problems of the enterprise on the basis of perfection of system of training and positions transfer of workers;
- development of motivational mechanisms to increase interest and job satisfaction;
- creation of modern systems of hiring and selection of personnel;
- implementation of marketing activities in the field of personnel;
- formation of the concept of remuneration and moral incentivenss for employees;
- ensuring equal opportunities for effective work, its safety and normal conditions;
- definition of the basic requirements to the personnel within the limits of the forecast of development of the enterprise;
- formation of new personnel structures and development of personnel management mechanisms;

- improving the moral and psychological climate in the team, involving ordinary employees in the management of the enterprise [1, p. 157; 45].

The tasks of personnel policy include:

- timely provision of the enterprise with personnel of the required quality in the required number;
- creation of appropriate conditions for the realization of the rights and obligations of employees provided by labor legislation;
- rational use of human resources;
- formation and support of effective work of labor collectives [3].

Implemented as a tool of strategic personnel management at the enterprise, personnel policy fulfills the following goals: compliance with the rules of internal regulations at the enterprise by all employees; subordination of work with all personnel to the task of qualitative and constant maintenance of the main activity of the enterprise by the necessary number of employees of the corresponding professional and qualification level; rational use of human resources of the enterprise; formation and support of able-bodied and friendly teams; development of principles of organization of labor process; development of criteria and methods for selection, training and distribution of qualified personnel; development of measures for training and retraining of employees, determination of social and economic effects of personnel policy measures implemented at the enterprise [4, p. 163-164; 5, p. 442].

It should be noted that personnel policy is represented by such characteristics as strategy orientation and long-term planning; construction of measures and areas of work with staff, based on the recognition of the importance of the role of employees, as well as the philosophy of the enterprise in relation to employees; implementation of appropriate interrelated functions and procedures for coordination and work with staff [4, p. 163].

The development of personnel policy is carried out in accordance with certain principles, which are guidelines and approaches to addressing personnel issues of the enterprise (Fig. 1)

Based on the study of personnel policy of enterprises, scientists have identified its types and classified them in certain areas (Fig. 2) [6, p. 67].

The first direction is related to the level of awareness of the rules and regulations that are the basis of personnel measures and the direct impact of management on the personnel situation in the enterprise. The following types of personnel policy are distinguished in this direction:

- active personnel policy - management has not only forecasts but also the means to influence the situation, and the personnel service develops anti-crisis personnel programs, constantly monitors the situation and adjusts the implementation of programs in accordance with the parameters of external and internal situation.

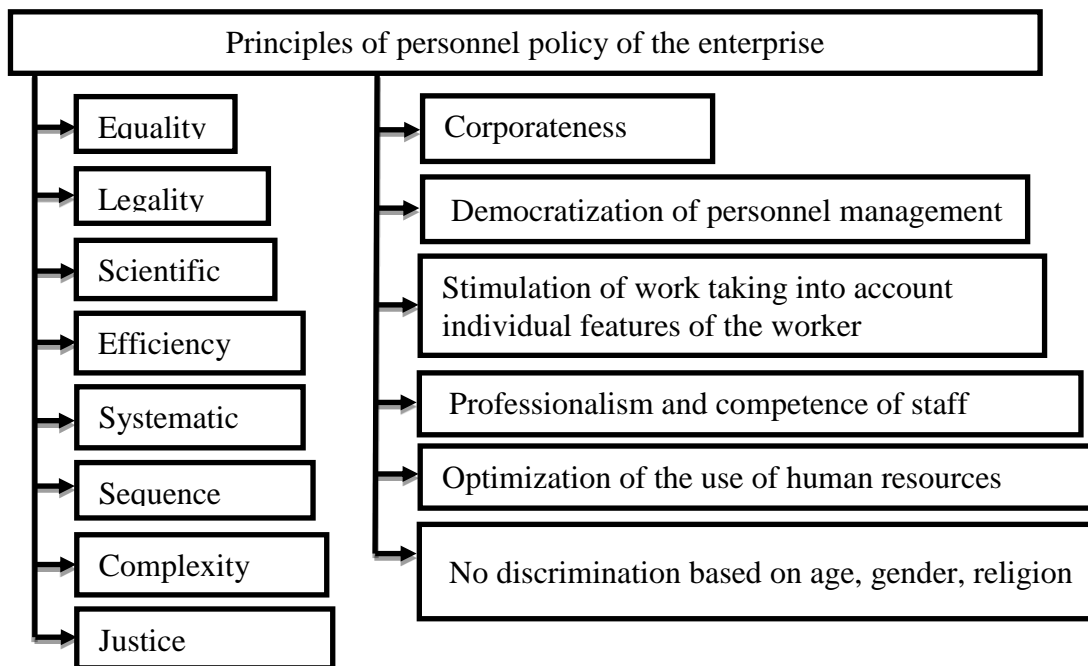


Figure 1 - Principles of personnel policy of the enterprise [3]

There are two types of active personnel policy - rational and adventurous.

With a rational personnel policy, the company's management has quality characteristics, as well as a reasonable forecast of the situation and means of influencing it. The personnel service of the enterprise has the ability to predict the personnel situation for the medium and long term [6, p. 67].

With an adventurous personnel policy, the company's management does not have a program of sound development of the crisis situation, but influences it with available methods;

- passive personnel policy - the management of the enterprise with such personnel policy works in the mode of emergency response to conflict situations, which tries to eliminate by any means, often without trying to understand the causes and possible consequences;

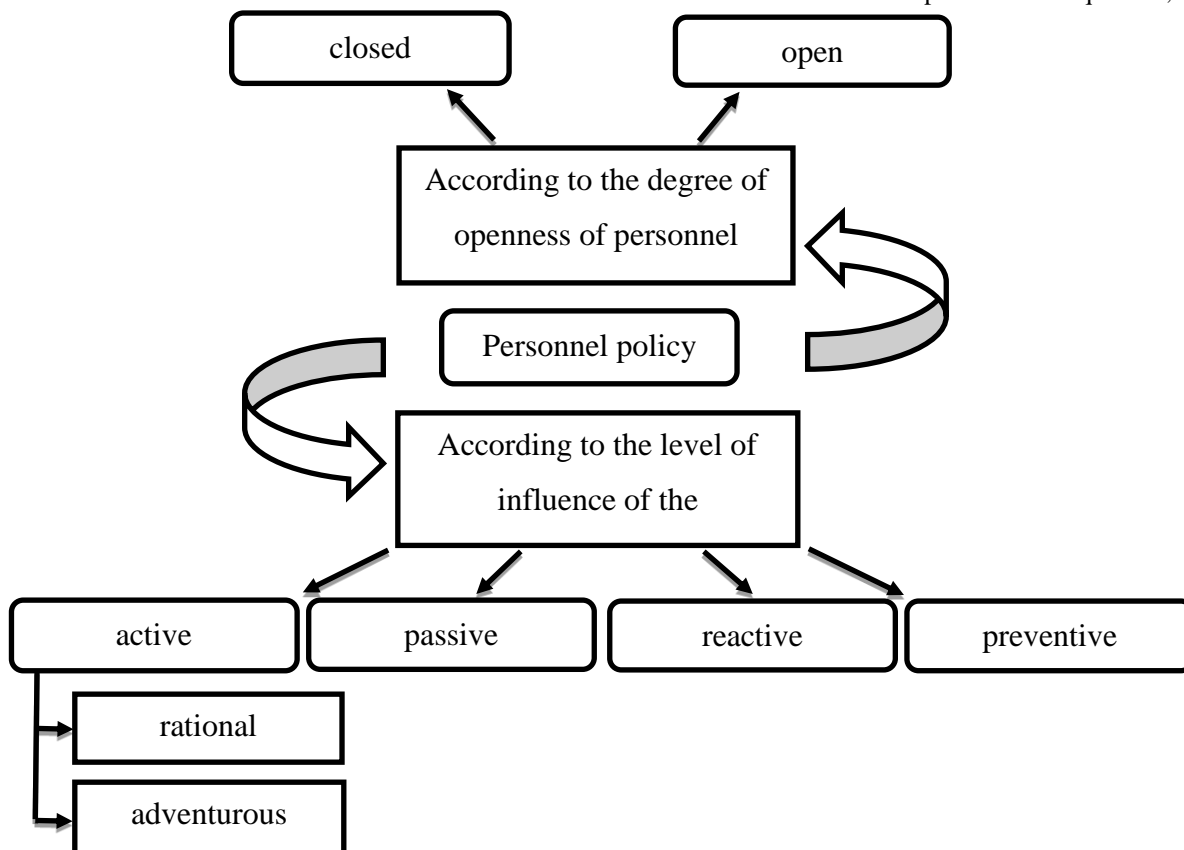


Figure 2 - Classification of types of personnel policy of the enterprise [6]

- reactive personnel policy - under such a policy, the company's management monitors the symptoms of negative work with staff, the causes and situation of the crisis: the emergence of conflict situations, lack of skilled labor to solve problems, lack of motivation for highly productive work;

- preventive personnel policy - personnel service of enterprises has not only the means of staff diagnostics, but also forecasting the personnel situation in the medium term. The enterprise development programs provide short-term and medium-term forecasts of staffing needs, as well as strategic objectives for staff development [7, p. 161-162].

The second direction is related to determining the degree of openness to the external environment and focused on own or involved staff. There are two types of personnel policy in this area:

- open personnel policy - is characterized by the fact that the company is transparent to employees at any level when hiring for both grassroots and management positions. Recruitment of highly qualified specialists is carried out on the basis of competitive selection. This type of personnel policy is inherent in enterprises that pursue a competitive policy focused on rapid growth in production and gaining a leading position in the foreign market;

- closed personnel policy - is based on the principle of promotion to higher positions only "own" employees. This type of personnel policy is used in conditions of shortage of human resources [6, p. 67-68].

Among the elements of personnel policy should be noted:

- employment policy, which includes the provision of highly qualified personnel, the creation of favorable working conditions, ensuring its safety, creating opportunities for career growth in order to increase job satisfaction;

- training policy, which includes the creation of an appropriate training base, opportunities for professional development and the realization of aspirations for professional growth;

- remuneration policy, which consists in providing a fairly high, compared to other companies, wages that will correspond to the experience, abilities and attitude of the employee to their responsibilities, his labor contribution;

- welfare policy, based on providing a wide range of social privileges and benefits, creating conditions that are attractive to employees and mutually profitable for them and for the company;

- policy of labor relations, which provides for the establishment of certain procedures to prevent labor conflicts, the formation of an effective leadership style, relations with trade unions, etc. [8, p. 177].

It will be appropriate to consider the components of personnel policy, which include:

- leadership style - the behavior of the leader in relation to subordinates;

- philosophy of the enterprise - a set of moral, administrative norms and rules of relations of personnel, subject to the achievement of the strategic goal of the enterprise;

- rules of internal labor regulations - an important normative document governing the recruitment and dismissal of employees, working hours and rest, the main responsibilities of employees and administration, matters of professional and commercial secrecy, incentives and penalties;

- collective agreement - a legal act governing social and labor relations among employees and employers [1, p. 157].

Personnel policy development is carried out by the top management of the enterprise and personnel service on the basis of the Declaration of Human Rights, the Constitution of Ukraine, the Civil Code of Ukraine, the Labor Code of Ukraine and other regulations and in combination with other concepts of production: financial, financial, economic and marketing [11, p. 210].

The formation of personnel policy is carried out in several stages (Table 1). Each stage requires the implementation of certain clear actions and measures to achieve a specific goal [12].

The process of personnel policy formation takes place in accordance with the following requirements:

- personnel policy should be closely related to the development strategy of the enterprise, i.e. be staffing the implementation of the strategy of the enterprise;

- personnel policy should be flexible enough, on the one hand, stable, because it is stability that is associated with certain expectations of employees, on the other hand - dynamic, i.e. adjusted to changes in enterprise tactics, production and economic situation;

- personnel policy must have an economic justification, be based on the real financial capabilities of the enterprise;

Table 1 - Stages of formation of personnel policy of the enterprise [12]

Stage	Purpose of work with staff	Activities
1. Rationing	Coordination of principles and goals of work with personnel in accordance with the strategic development of the enterprise.	- analysis of corporate culture, strategy and state of development of the enterprise - identification of possible changes in the goals of work with staff - description of requirements for employees, opportunities for their growth and development of abilities.

2. Programming	Development of programs, ways to achieve the goals of personnel work, taking into account the conditions and possible changes in the situation.	<ul style="list-style-type: none"> <li>- development of a system of measures to achieve the goals in the form of a document taking into account the actual state and possible changes</li> <li>- development of the program of selection of the personnel through various sources with use of mass media or the employees</li> <li>- development of tests, questionnaires, questions for the interview when selecting and hiring, performing a creative task.</li> </ul>
3. Staff monitoring	Development of procedures for diagnosis and forecasting of the personnel situation.	<ul style="list-style-type: none"> <li>- analysis of the state of human resources</li> <li>- development of a program of continuous diagnostics and specific measures for the development of knowledge, skills and abilities of staff</li> <li>- evaluation of the effectiveness of personnel measures</li> <li>- conducting constant monitoring of personnel, controlling the implementation of assessment programs, certification and career planning, creating and maintaining an effective working climate.</li> </ul>

- personnel policy should provide an individual approach to employees [3; 10].

It should be noted that the choice of personnel policy should be made taking into account the peculiarities of the enterprise and the use of the following measures:

- development of general principles of personnel policy, definition of priority goals;
- planning the need for personnel, formation of structure and staff, appointment, creation of a reserve, relocation of personnel;
- creation of a system of personnel information movement;
- formation and distribution of funds, ensuring an effective system of labor incentives;
- development and implementation of a program of career development, career guidance and adaptation of staff, planning training, retraining and advanced training;
- analysis of the responsibility of personnel policy and strategy of the enterprise, identification of problems in personnel work, evaluation of staff work [12].

Personnel policy in general, as well as the content and specifics of the implementation of concrete programs and personnel activities are influenced by a number of factors, which in relation to the enterprise are divided into two types:

- external (state of the labor market, economic growth trends, regulatory framework of the country, scientific and technological progress);
- internal (leadership style, the main goals of achieving results, way of leadership, methods of enterprise management) [8, p. 178].

The consequences of the influence of such factors are the satisfaction or dissatisfaction of the needs of the employee of the enterprise and the impact on labor behavior [9]. Under the new economic conditions, personnel policy should be aimed at creating a quality system of work with staff. It should focus on getting results, subject to current legislation, regulations and government decisions, by implementing all the elements.

The algorithm for developing personnel policy should be as follows:

1. The choice of the type of personnel strategy, which most fully corresponds to the general condition of the enterprise, and to the generic goals and objectives of the enterprise.

1.1. Choice of the general mission and personal purposes of the enterprise.

1.2. Analysis of the external environment of the enterprise. It should be noted that personnel policy in general, the content and specifics of concrete programs and personnel activities are influenced by the following environmental factors: regulatory constraints, the situation on the labor market, the political situation, the state of the economy.

1.3. Analysis of the internal environment of the enterprise, its strengths and weaknesses (SWOT-analysis, SNW-analysis)

Among the most significant factors should be noted: the goals of the enterprise, management style, management structure, working conditions, quality characteristics of the labor collective.

1.4. Alternative strategy choice.

1.5. Integration of the obtained results.

1.6. Choosing the type of personnel strategy to be implemented at the enterprise.

1.7. Identification of areas of typical subzones of personnel policy (personnel management, training and development of employees, vocational guidance and retraining, motivation system, staff evaluation, organizational development, corporate culture).

2. Analysis of enterprise resources required for the implementation of personnel policy: financial, material, energy, information, intellectual, human.

3. Identification of the most priority areas of personnel policy by staff.

4. Development of directions of personnel measures.

5. Critical group assessment of the availability of resources for the implementation of each staffing measure.
  6. Determining the necessary time, human and financial costs for the implementation of each area of personnel policy.
  7. Development of criteria for evaluating the implementation of planned personnel activities.
  8. Construction of the final table "Plan for the implementation of personnel policy subzones".
  9. Approval of the directions of personnel policy of the enterprise.
  10. Implementation of personnel policy.
  11. Control and analysis of the implementation of the developed measures.
  12. Operational adjustment of personnel decisions [5; 13].
- The use of the capabilities of the digital economy in personnel policy to automate management processes is relevant today [14].

## Conclusions

The role of personnel policy in improving the efficiency of staff is manifested in the fact that it allows clear and visual representation of management's views on the relationship with staff; to convince the staff of the good will of the owners and management; to raise the interaction of units; to provide sequences of the personnel decision-making process; to inform staff about the rules of internal conduct; to improve the working environment in the team. The implementation of personnel policy is carried out in accordance with a certain mechanism, a system of plans, norms and standards, organizational, administrative, economic, socio-psychological and other measures designed to address staffing problems and meet the needs of the company in personnel. The modern personnel policy of the enterprise should be effective, flexible enough, economically convincing, based on the real capabilities of the enterprise, and create an individual approach to its employees. Its development, availability and active use allows to avoid conflict situations, to maintain a friendly working atmosphere, to increase efficiency of activity of the enterprise and personally each member of collective.

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