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MODERN APPROACHES TO PERSONNEL MANAGEMENT

In the context of declining positions of business strategy and technology in the competition, the personnel factor comes to the fore.

Personnel management is a segment of strategically oriented enterprise policy, the process of interaction with employees is aimed at achieving the planned result in relation to various issues of personnel management.

Personnel management based on the formation of HR management strategy, discussion and development of an operational plan of work with staff, introduction of enterprise personal marketing, company's HR assessment and its personnel needs. Human resources management is a systematic interaction at all stages of human resources enhancement, which will provide the national economy with the required human resources and lead to a harmonious disclosure of the individual's potential and increase labor productivity.

A number of factors influence the change in approaches to HRM, which are divided into two types relatively to the organization. These are the factors:

1. External environment:

- regulatory restrictions;
- the situation on the labor market.

2. Internal environment:

- the goals of the enterprise, their opportunities in time and the degree of development;
- management style, fixed in the organization structure;
- working conditions;
- qualitative characteristics of the workforce;
- leadership style [1].

Analyzing the situation observed in our country regarding the approach to the concept of personnel management, the management of most enterprises pays

attention only to the economic and technological features of the enterprise's functioning in unstable situations.

The result of such management decisions was the systematic outflow of industrial sector specialists to other niches of the economy, due to a significant decrease in real earnings, social benefits, uncertainty about the future. Previously, the reduction in the number of personnel was not a concern in terms of quantity, since the drop in output automatically reduced the need for workers in certain specialties. At the same time, the irrational approach to HR management has led to disappointing consequences. Among the workers who were fired from the enterprises during the study period, the main number was not excessive staff – retired employees, unskilled, unpromising workers, and vice versa, junior and middle-aged staff also have highly qualified professionals who could have promising opportunities to use their skills and abilities in private sector enterprises [3].

In other words, the personnel elite, the best personnel of the enterprise, the talented workers were lost.

The problem of rational use of human resources is one of the most important for the enterprise of any form of ownership, regardless of what phase of its life cycle it is.

In the period of economic changes that are taking place in our country, the issue of personnel policy becomes the most relevant. Market relations are becoming more urgent, enabling staff to adapt to changing nature of relationships in the course of employment [2].

In market conditions the essence of rational personnel management at the enterprise is based on a more widespread identification and realization of each worker's abilities of the company, improving the nature of work, raising of employee's professional level. Even if the enterprise has a strong material and technical base of production, the latest equipment and technology, it can't function effectively in the case of irrational use of workers' skills and their other opportunities [1].

The need for improvement of human resources management arises in the

company during periods: changes in their mission and strategy, significant changes in the market or technological changes in the industry in which they operate, reorganization, crisis situations.

Changing approaches to HR management can be caused by moving an enterprise from one stage of its life cycle to another, or merging with another enterprise. Thus, personnel policy lies in making significant positive changes to the personnel management system.

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