

A STRATEGY FOR HUMAN RESOURCES MANAGEMENT IN ENTERPRISES

Tetiana Romanova^{*}, D.Sc., Associate professor
International center of modern education, Prague, Czech Republic
Svitlana Ivanytska^{}, PhD, Associate Professor**
Tetiana Halaida^{*}, Senior Lecturer**
Poltava National Technical Yuri Kondratyuk University

**ORCID 0000-0003-3639-6388*

***ORCID 0000-0002-7111-270X*

****ORCID 0000-0003-2747-7135*

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Introduction. In modern conditions of development of economic relations the goal of any enterprise is to maximize profits while reducing costs, which makes it necessary to constantly improve business efficiency. At the same time, there is a constant increase in the cost of human resources, therefore, it is necessary to pay special attention to their rational use. This implies certain actions to improve the quality and impact of human resources, as well as to improve the training and use of personnel of various professional groups. Based on this, it is becoming increasingly important to develop a sound and effective strategy for managing personnel potential, which will ensure the direction of management activities to create competitive advantages, high end results, achieving business efficiency and sustainable development of the enterprise.

Analysis of recent researches and publications. The problems of managing human resources of an enterprise, labor and personnel potential, as well as theoretical, methodological and applied aspects of personnel strategic management in enterprises are reflected in the scientific works by a significant number of scientists, such as: Armstrong M. [1], Volk A. [2], Colbert B. [3], Harnyder L., Guest D. [4], Grishnova A., Dashko I., Kolot A., Mathis R. [5], Lengnick-Hall M. [6], Onyshchenko E., Pohorelova T. [7], Stewart G. [8], Skoruk A. [9], Wright P. [10], Shvets I., Belleville R. [11], Belorus T. [12], Fomichenko I. [13] Garvat A. [14], Smachylo V. [15] and others. Simultaneously with the significant contribution of the above-mentioned scientists to the research and solution of the problems of personnel management and human resources, further research is needed in the direction of improving the human resources management strategies of Ukrainian enterprises.

Formulation of the problem. The importance and significance of these issues led to the choice of the direction of research, which is particularly relevant in the modern conditions of development of Ukrainian society in general and of each business entity in particular.

The aim of the article is to develop the theoretical and methodological basis for the formation of the strategy for managing the personnel potential of an enterprise.

Main material and results. Research in the field of strategic management makes it possible to conclude that the use of strategy in the process of forming and developing human potential is an approach that allows you to effectively distribute the human resources of an enterprise and coordinate management actions to achieve the goals of the enterprise [11].

Development of personnel strategy and its implementation allow the company to improve the

efficiency of the use of labor potential and more fully realize their competitive advantages, as well as to ensure the economic development of the enterprise.

Among the current problems in the field of human resource management, which domestic enterprises do not always successfully solve, occupy a special place: the lack of an innovative focus of personnel policy and the use of successful practices of foreign enterprises; imbalance of the labor market; inconsistency of the personal characteristics of workers with the requirements of modern enterprises and the lack of personnel management services in the system of strategic planning for the development and improvement of the personnel potential of workers.

Studies have shown that there is no consensus on the essence of the strategy for managing human resources.

Under the strategy of managing the personnel potential of an enterprise it is proposed to understand the long-term, qualitatively defined direction of personnel use and development, aimed at its improvement, meeting the needs of employees and achieving the set goals of the enterprise [11].

Human resource management should be carried out on the basis of a strategic approach using modern methods and personnel-technologies in personnel management practice.

In modern economic conditions of high competition, the importance of choosing strategic priorities for the development of the enterprise increases. As practice shows, it is precisely such a strategic priority that an effective personnel strategy [12, p. 193].

The stages of the formation of strategic personnel management are as follows:

The first step is to conduct an analysis. At this stage, an analysis of all factors that are strategically most important for the enterprise is taking place. It takes into account both external and internal factors affecting the adoption of personnel decisions. We consider the possible threats that may arise at different stages of the implementation of personnel strategy, as well as the strengths and weaknesses of the enterprise.

The second stage is the planning stage. At this stage, the selection of options for personnel management strategies takes place, than the most acceptable option is selected, which will then be answered by all elements of the management system. At this stage goals and objectives are formed, methods of personnel management strategy are selected.

The next and last step is the implementation of conceived and formed ideas and actions, with their adjustment in the implementation process.

The formation of the goals of the personnel management strategy determines the choice of specific measures of personnel policy aimed at their achievement.

Human resources management strategy is an important element of an enterprise management strategy.

The most important goal of the personnel management strategy is to provide the necessary employees at the right time in the right quantity, that is, to form a cohesive team that will be the most competitive and efficient. The implementation of this goal involves the implementation of management activities in the following areas:

- 1) Ensuring a decent level of wages which is able to keep the right employee.
- 2) Ensuring a favorable microclimate in the team, creating certain working conditions so that employees can develop their abilities and achieve the highest results.
- 3) Conduct with leadership cadre actions aimed at the development of leadership skills.
- 4) Providing employees with the opportunity of professional and personal development.
- 5) Ensuring effective change management through their motivation, stress prevention, as well as the emotional and professional burnout of employees.
- 6) Organization of effective feedback between management and structural units.

So, on the basis of the conducted research, it is possible to formulate the main goals and objectives of the strategy for managing the personnel potential of an enterprise:

1. The formation and effective use of human potential, which includes:
 - evaluation and forecasting of the personnel structure;

- determining the need for staff;
- staff planning;
- search for employees who are able to take risks and bring things to the end, and those who are entrepreneurial and creative;
- attracting and retaining workers with a high level of innovation potential and those who are aimed at providing high quality products;
- formation of a promising personnel reserve to meet future needs.

2. Marketing personnel which will include: an analysis of the labor market and its changes, the formation of a system for hiring and using personnel, promoting employment, researching the subjects of this market, defining personnel requirements. The main task of staff marketing is to identify and cover the needs of the enterprise staff.

Marketing research of the labor market allows us to determine the possibility of forming the personnel of an enterprise from various sources, to assess the conditions of employment in the enterprise. On this basis a personnel marketing plan is formed, which is implemented through the interaction of an enterprise with various labor market actors, such as personnel and consulting companies, state employment services, and educational institutions [13].

Marketing research of the labor market provides information that is used in the process of making strategic decisions in the field of personnel management. For example, they provide an opportunity to establish requirements for staff that are made by employers, as well as inquiries to employers who put forward candidates.

The definition of personnel requirements acquires information content as a result of comparison with the requirements of workers to a potential employer, which allows determining the employer's competitive advantages in the labor market and affects the ability to attract the necessary category of personnel [13].

3. The formation of the forms and methods of selection, evaluation and certification of the personnel of the enterprise, provides for:

- the use of modern selection and recruitment procedures based on a thorough analysis of the special abilities required by the enterprise;
- providing the enterprise with employees of proper vocational qualification level;
- organization of personnel adaptation in the enterprise;
- conducting initial and current personnel assessment;
- assessment of the results of labor to identify the potential of each employee;
- management of staff turnover;
- ensuring effective rotation of workers and career development.

4. Concept development of the improvement personnel of the enterprise, which includes:

- the introduction of new forms and methods of personnel training and advanced training, which is aimed at increasing productivity to optimize costs;
- development of training programs for the main categories of employees and bringing such plans to each employee;
- increasing the proportion of employees who are undergoing training (raising their qualifications);
- planning training to improve the professional level of workers;
- promoting employee self-development and the development of managerial and leadership skills in leadership positions;
- increase of innovative activity of workers and development of the intellectual capital of the enterprise;
- development and implementation of knowledge and skills management processes to maintain and improve the overall quality of products;
- professional qualification and job promotion of personnel;
- business career planning.

5. Improving the forms and methods of regulating labor relations in an enterprise by creating

new organizational forms of human resources using based on the flexible working time, temporary and part-time technologies, introducing non-standard organizational forms of employment; development of high-quality systems of interconnection between management, structural units (departments) and employees; work with outsourcing organizations.

6. The formation of an effective system of motivation in the enterprise by:

- improvement of the existing motivational mechanism, taking into account the need to ensure the loyalty and involvement of employees;
- increase in remuneration for the quality of labor;
- view the previous practices of remuneration for the optimal ratio of income and expenses of the enterprise;
- development of labor efficiency management processes;
- the use of financial and non-financial incentives to improve the skills of employees;
- introduction of an effective system of stimulating the effective work of employees based on the determination of individual ratings, key performance indicators;
- increasing the level of satisfaction with working conditions.
- ensuring a competitive level of wages.

A detailed system of encouraging the efficiency of the company's personnel will mobilize the labor potential, create the necessary interest of employees in the growth of both individual performance and the production results of the enterprise as a whole, promote the manifestation of the creative potential of employees, increase their competence, ensure a reduction in the proportion of living expenses, labor per unit of production and improving the quality of work performed [14].

7. Formation of directions of social development of the enterprise by:

- formation of a favorable social and psychological climate in the team;
- distribution among employees of corporate values and norms, increasing the level of corporate culture;
- the development of mechanisms to overcome the psychological rejection of changes and the influence of other demotivation factors;
- expansion of social service packages;
- creation of conditions for self-realization, full disclosure of professional capabilities of employees;
- providing conditions for the implementation of socially responsible personnel management in compliance with legal and ethical standards.

8. Improving information support in the enterprise:

- creation of effective information support;
- creation of a global accounting system;
- the introduction of modern management technologies;
- The use of modern operating systems;
- systematically informing employees of the company on the results of activities;
- monitoring changes in human capacity.

Control is an important feature of the functional approach to the management of human resources and provides for the evaluation of the results obtained and their comparison with the goals of employees and employers, as well as the compliance of the achieved results with the criteria for sustainable development of the enterprise, which implies the concept of social responsibility [15, p.124].

The compliance of specific objectives with the objectives of the strategy for managing the personnel potential of an enterprise is presented in Table 1.

Table 1

Goals and objectives of the enterprise human resources management strategy

Strategy of management of personnel potential of the enterprise	
Goals	Objectives
Formation and effective use of human resources	Evaluation and prediction of personnel structure; identification of needs and personnel planning; search for employees who are able to take risks and bring things to the end; attracting and retaining employees with a high level of innovation potential; the formation of a promising personnel reserve to meet future needs.
Staff marketing	Analysis of the state of the labor market and its changes, the formation of a system for hiring and using personnel, promoting employment, researching the subjects of this market, determining personnel requirements; definition and coverage of staffing requirements.
Formation of forms and methods of selection, evaluation and certification of personnel	The use of selection and recruitment procedures based on analysis of skills; providing the enterprise with workers of appropriate vocational qualification level; conducting initial and current personnel assessment; performance evaluation; flow control; ensuring effective employee rotation and career development; organization and conduct of certification.
Development of personnel development concept	The introduction of new forms and methods of staff training and advanced training; developing training programs for major categories of workers; increasing the proportion of employees undergoing training; planning training to improve the professional level; promoting employee self-development and managerial and leadership development; increase of innovative activity of workers and development of the intellectual capital of the enterprise.
Improving the forms and methods of regulation of labor relations	Creation of new organizational forms of using a human resource according to technology of temporary and partial employment, using design organizational forms of employment; development of high-quality interconnection systems between departments, administrative staff, workshops and other employees; work with outsourcing organizations.
Formation of an effective motivation system	Improving the system of motivation, taking into account the need to ensure the loyalty and involvement of employees; increase in remuneration for the quality of labor; view previous remuneration practices for the optimal ratio of income and expenses of the enterprise; development of labor efficiency management processes; the use of financial and non-financial incentives to increase the competence of workers; the introduction of an effective system of stimulating the effective work of employees based on the determination of individual ratings; increased satisfaction with working conditions and pay; ensuring competitive wage levels.
Formation of directions of social development	The formation of a favorable socio-psychological climate in the team, promotes creativity; instilling in employees the values and norms adopted at the enterprise; raising the level of corporate culture; development of mechanisms to overcome the psychological rejection of changes; expansion of the social services package; creation of conditions for self-realization, full disclosure of the professional capabilities of employees of the enterprise; providing conditions for the implementation of socially responsible personnel management in compliance with legal and ethical standards to strengthen non-financial incentives.
Improving information support	Creating proper information support; the creation of a global accounting system; introduction of modern management technologies; use of modern operating systems; systematically informing employees of the company about the results of activities; monitoring changes in human capacity.

The general concept of developing a strategy for managing personnel potential at the enterprise can be formed by defining the main directions of its development (Fig. 1).

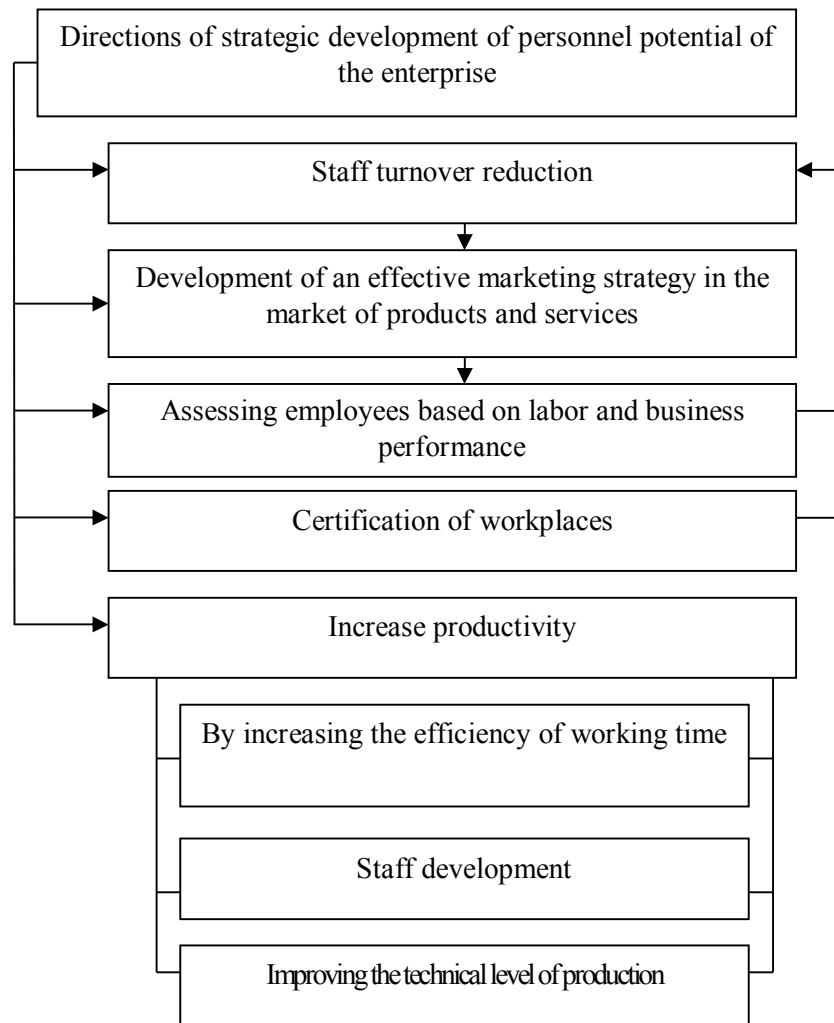


Fig. 1. The main directions of strategic development of personnel potential of the enterprise

The methods of forming a strategy for managing the personnel potential of an enterprise should be based on the active use of the opportunities of the modern labor market, the formation of an active personnel policy, and the improvement of the mechanisms of innovative development of personnel management technologies.

Conclusions. For a successful implementation of the human resources management strategy it is important for the enterprise to ensure that the implemented activities are carried out and maintained by the whole team. In addition, in order to get a positive effect, it is necessary to adhere to a number of conditions: each employee should know his functional responsibilities and execute them qualitatively; quickly adapt to the new conditions of the labor market; flexible personnel management system; constantly learn and improve qualification; an adequate remuneration for the employee, the existence of a fair system of motivation and the development of communications. All the above it will contribute to the growth of labor productivity and income of the enterprise, as well as to achieve high end results. For successful implementation of the strategy of personnel management, it is important for the enterprise to ensure that the developed measures are carried out and maintained by the whole team. In addition, in order to get a positive effect, it is necessary to adhere to a number of conditions: each employee should know his functional responsibilities and execute them qualitatively; quickly adapt to the new conditions of the labor market; flexible personnel management system; constantly learn and improve qualification; an adequate remuneration for the employee, the existence of a fair system of motivation and the development of communications. All of the above will contribute to the growth of labor productivity and earnings of the enterprise, as well as to achieve high end results.

Thus, in today's conditions, effective HR policy in the system of strategic management of personnel is one of the tools of business process management, which should ensure not only the adaptation of the enterprise to the external environment, but also create and maintain personnel potential that will ensure sustainable development.

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Романова Тетяна Володимирівна, доктор економічних наук, доцент. Міжнародний центр сучасної освіти, м. Прага, Чехія. **Іваницька Світлана Богданівна**, кандидат економічних наук, доцент. **Галайда Тетяна Олександрівна**, старший викладач. Полтавський національний технічний університет імені Юрія Кондратюка. **Формування стратегії управління кадровим потенціалом підприємства**. Досліджено зміст стратегії управління кадровим потенціалом підприємства. Розкрито сутність сучасних проблем у сфері управління кадровим потенціалом, які не завжди успішно розв'язують вітчизняні підприємства. Доведено, що розроблення кадрової стратегії та її реалізація дозволяють підприємству підвищити ефективність використання трудового персоналу й більш повно реалізувати свої конкурентні переваги, а також забезпечити економічний розвиток

підприємства. Управління кадровим потенціалом повинно здійснюватися на основі стратегічного підходу з використанням в практиці управління персоналом сучасних методів і персонал-технологій. Сформовано етапи формування стратегічного управління персоналом, які можуть бути застосовані у практиці кадрового менеджменту. Розроблено напрями здійснення управлінської діяльності щодо ефективного формування та використання кадрового потенціалу підприємства. Подано схему відповідності конкретних завдань цілям стратегії управління кадровим потенціалом підприємства. Запропоновано загальну концепцію розроблення стратегії управління кадровим потенціалом для підприємства, яка може бути сформована за рахунок визначення основних напрямів його розвитку. У результаті дослідження визначено, що методи формування стратегії управління кадровим потенціалом підприємства повинні бути засновані на активному використанні можливостей сучасного ринку праці, формуванні активної кадрової політики, вдосконаленні механізмів інноваційного розвитку технологій управління персоналом. Для успішної реалізації стратегії управління кадровим потенціалом підприємству важливо, щоб розроблені заходи виконувалися і підтримувалися всім колективом. У сучасних умовах ефективна кадрова політика в системі стратегічного управління персоналом є одним з інструментів управління бізнес-процесами.

Ключові слова: персонал, підприємство, кадровий потенціал, стратегічне управління, кадрова стратегія, кадровий менеджмент.

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Romanova Tetiana, D.Sc., Associate professor. International center of modern education, Prague, Czech Republic. **Ivanytska Svitlana**, PhD, Associate Professor. **Tetiana Halaida**, Senior Lecturer. Poltava National Technical Yuri Kondratyuk University. **A strategy for human resources management in enterprises.** The essence of modern problems in the field of human resource management is revealed. It is proved that the development of personnel strategy and its implementation allow the company to improve the efficiency of personnel use. There are formed the stages of formation of strategic personnel management. The directions of the implementation of management activities for the effective formation and use of personnel potential are developed. The authors proposed a general concept for developing a personnel management strategy for an enterprise. As a result of the research, it was established that the methods of forming the strategy for managing the personnel potential of an enterprise should be based on the active use of modern opportunities. Effective personnel policy in the system of strategic personnel management is one of the tools for managing business processes.

Key words: personnel, enterprise, personnel potential, strategic management, personnel strategy, personnel management.

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Романова Татьяна Владимировна, доктор экономических наук, доцент. Международный центр современного образования, г. Прага, Чехия, **Иваницкая Светлана Богдановна**, кандидат экономических наук, доцент. **Галайда Татьяна Александровна**, старший преподаватель. Полтавский национальный технический университет имени Юрия Кондратюка. **Формирование стратегии управления кадровым потенциалом предприятия.** Исследована сущность стратегии управления кадровым потенциалом предприятия. Раскрыта сущность современных проблем в области управления кадровым потенциалом, которые не всегда успешно решают отечественные предприятия. Доказано, что разработка кадровой стратегии и ее реализация позволяют предприятию повысить эффективность использования персонала и более полно реализовать свои конкурентные преимущества, а также обеспечить экономическое развитие предприятия. Сформированы этапы формирования стратегического управления персоналом, которые могут быть применены в практике кадрового менеджмента. Разработаны направления осуществления управленческой деятельности по эффективному формированию и использованию кадрового потенциала предприятия. Представлена схема соответствия конкретных задач целям стратегии управления кадровым потенциалом предприятия. Предложена общая концепция разработки стратегии управления кадровым потенциалом для предприятия, которая может быть сформирована за счет определения основных направлений его развития. В результате исследования установлено, что методы формирования стратегии управления кадровым потенциалом предприятия должны быть основаны на активном использовании возможностей современного рынка труда, формировании активной кадровой политики, совершенствовании механизмов инновационного развития технологий управления персоналом.

Ключевые слова: персонал, предприятие, кадровый потенциал, стратегическое управление, кадровая стратегия, кадровый менеджмент.