

## THE INFLUENCE OF PERSONNEL POLICY ON THE STRATEGY OF THE ENTERPRISE

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**Abstract.** *Personnel policy is closely related to all areas of the organization's economic policy. On the one hand, decision-making in the field of personnel policy occurs in all complex functional subsystems: management of scientific and technical activities, production management, management of economic and foreign economic activities, personnel management of the organization. On the other hand, decisions in the field of personnel policy influence decisions in these complex functional subsystems. Since the task of personnel policy is to provide these functional subsystems of management and production of the organization with the necessary workers, it is obvious that decisions on recruitment, assessment, labour adaptation, incentives and motivation, training, certification, organization of labour and workplaces, the use of personnel, planning of promotion for service, management of the personnel reserve, management of innovations in personnel work, safety and health of employees, release of personnel, determination of the management style strongly influence decision-making in the field of economic policy of the organization, for example: in the areas of scientific and technical, production, economic activity, etc. [3].*

**Keywords:** *personnel policy, management, economic policy, environment, staff, enterprise.*

### **Introduction**

The article is devoted to the research of theoretical aspects of the formation and implementation of effective personnel policy at Ukrainian enterprises under the current conditions of market development. On the basis of this, the questions are solved of the essence and content of the personnel policy of the modern enterprise, its main tasks and components. The factors are revealed, which influence the formation and implementation of personnel policy, defined the main stages of its creation and principles of functioning. The requirements are established for the formation of an effective personnel policy of the enterprise. The main problems are revealed of the formation of effective personnel policy and proposed possible ways of their solution. It is revealed that the formation of personnel policy of the enterprise is influenced by factors of the external and internal environment. Among the factors inherent in the internal environment, one can distinguish goals and strategy of the enterprise, style of personnel management, financial resources, personnel potential, conditions and level of remuneration, motivation of work, motivational culture. In addition to the main stages of the formation of an effective human resources policy of the enterprise (standardization, programming and monitoring of personnel), the stages of official approval of personnel policy, informing the staff and improving personnel policy are added. At the last stage of personnel policy formation, an analysis of the effectiveness of its implementation at the enterprise should be carried out. In order to eliminate the main problems in the formation of personnel policy it is necessary to form a certain mechanism for its implementation, which is a system of plans, norms, organizational, administrative, social, economic and other measures aimed at solving personnel problems and meeting the needs of the enterprise in the personnel.

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## **Formulation of the problem.**

Due to the modern development of the market economy and scale globalization and transformational processes has greatly increased the relevance of research and developing new approaches to solving problems of formation, development and effective use unique human resources of high quality, which today is one of the main factors ensuring the competitiveness of the enterprise and its resulting and productive functioning and development. Effective use of human resources can be achieved through formation and implementation of an effective personnel policy of the enterprise, which is considered today the most important competitive advantage and a means of achieving the success of any modern enterprise.

The key to the success of this policy is, first of all, a well-established creative team of like-minded people. Effective personnel policy is, first of all, a personnel policy that corresponds to the concept of development enterprises, so personnel policy should be developed taking into account the overall development strategy the latter. However, it should be noted that the choice of personnel policy does not only depend on the overall goal activities of the enterprise, but also from the methods and means of achieving this goal. Personnel policy enterprises must be developed on the basis of a certain system of rules, procedures, traditions, which directly related to the implementation of recruitment processes, their placement, use, retraining, stimulation, motivation, career growth, etc.

## **Analysis of recent research and publications.**

A large number of scientific works of both foreign and domestic scientists are devoted to the study of personnel policy, its principles, conditions and factors of formation and implementation. Thus, a significant contribution to the study of the formation and implementation of effective personnel policy has been made by such scientists as W. Blank, D. Gibson, P. Drucker, E. Mayo, F. Taylor, M. Friedman, D. Goddess, O. Grishnova, M. Grachev, V. Gurne, A. Kolot, O. Krushelnytska, A. Mazaraki, Kibanov A.[] Ya., Samigin S.I,[] A. Maslow, D. Melnychuk, O. Yegorshin and many others, but, nevertheless, the problem needs further research and solution.

**The purpose of this article** is to study the peculiarities of the formation and implementation of effective personnel policy as a competitive advantage of Ukrainian enterprises in modern conditions of operation and development market, as well as identifying the main problems of its formation and providing recommendations for its effectiveness implementation.

The work uses **methods** of grouping, economic, managerial analysis in the field of human resource management.

## **Presentation of the main research material.**

Under modern conditions of rapid market development, for which characterized by a high level of global competition, for modern enterprises their priority development was the development of measures for effective personnel management, because it is the staff with high level of creativity, activity, creativity, is the main strategic resource (a kind of intellectual capital) of any enterprise that provides it with competitiveness in the market. Usually, fulfilment of goals and objectives for effective personnel management in the enterprise is carried out through personnel policy. Accordingly, personnel policy should be considered the core of the management system staff at the enterprise. Usually, when we talk about personnel policy, it

means a certain system of ideas, rules, procedures on the basis of which people operate in the enterprise or a set of certain rules and regulations that outline the main content and areas of work with the team, its methods and forms. Based on the analysis scientific literature devoted to defining the essence of personnel policy, we concluded that personnel policy is the defining direction of personnel work of the enterprise, the basic principles, methods and techniques in working with staff to create and develop human resources, which necessary to achieve the main goals and objectives of the enterprise in the process of its activities. The purpose of the personnel policy of the organization is to ensure a balance between economic and social efficient use of personnel, creating conditions for effective use and development human resources of the enterprise, meeting the social and economic interests of employees. Personnel policy is aimed at consolidating a unified corporate culture, effective motivation and professional development of employees of the organization [5].

The main components of personnel policy are the policy of recruitment, selection and placement of personnel, wage policy, education policy, employment incentive and motivation policy, social policy relations, development and training policy, etc. Personnel policy is formed by the top management of the enterprise, implemented through personnel service while its employees perform their respective functions. The object of personnel policy is directly the staff of the enterprise, and the subject - the formed personnel management system, which includes managers at all levels, as well as human resources. In particular, the personnel service is given perhaps the most important role in the formation and implementation of personnel policy of the enterprise, after all it develops targeted programs, constantly monitors the situation and makes certain adjustments to execution of programs in case of change of parameters of external and internal environment of functioning.

Personnel policy is the most generalized form of expression of the interests of the personnel of an enterprise, including the interaction of the entire complex of conditions affecting its activities and development, that is, financial and technical policy, commercial, innovative and other types of activities of the organization. The personnel strategy is based on a systematic analysis of the external and internal environment and reflects its general concept of personnel development and the enterprise as a whole [4]

The analysis of the external environment consists of two parts:

1) analysis of the macroenvironment: the state of the economy and general trends in the labour market; legal regulation and management in the field of labour and social security; political processes and trade union movement; social and cultural components of society; scientific and technical development; infrastructure development and other general trends;

2) analysis of the immediate environment: analysis of the local labour market; the policy of regional and local authorities in the field of labour, employment and social security; trade unions in which the employees of the enterprise are members; personnel policy of competitors [4].

Analysis of the internal environment reveals the state and prospects for the development of human resources; organization of production and communication; principles, methods, management style; prospects for the development of technology and technology of the company; company finances; personnel marketing; organizational culture and the needs of its change. The most important element of the analysis of the internal environment in strategic personnel management is the analysis of the mission and goals of the organization.

The mission of the company expresses in a concentrated form the meaning of existence, the purpose of the organization. It forms the basis of the firm's strategy. The task of the analysis is to determine how the mission reflects on the personnel management strategy and what necessary elements the personnel management strategy should contain in order not to contradict

the mission. The mission of the company is revealed in the system of strategic, medium-term and short-term goals of the organization, which are the basis for setting strategic, medium-term and short-term goals of personnel management. Therefore, it is necessary to analyse the goals of the organization in order to ensure their achievement through the system of private goals of the personnel management subsystem [6].

The analysis ends by identifying:

1) the weaknesses and strengths of the personnel and the development of measures to eliminate weaknesses and weaknesses, the effective use of strengths in the economic activities of the organization;

2) the capabilities of the personnel and the threats of the organization that the external environment conceals by developing plans for the most effective implementation of opportunities and the elimination or levelling of external threats [4].

Among the main tasks of personnel policy of the enterprise are the following:

- timely provision of the enterprise with employees of appropriate quantity and quality, taking into account strategies of its development;

- creating appropriate conditions for implementation, creating an environment in which everyone the employee had the opportunity to develop, assert itself, self-realization, etc.;

- rational use of staff;

- introduction of effective methods of personnel selection and placement;

- stimulating the desire of employees to achieve the goal;

- constant support of effective work of the enterprise and others [7].

After a brief study of the nature and content of personnel policy of the enterprise, we move on directly to the processes of its effective formation and implementation in modern economic conditions. The mechanism of personnel policy formation is a set of actions of subjects aimed at development human resource management systems and the formation of their potential.

It is quite important for the company in the formation and implementation of effective personnel policy to take into account the list of certain principles on which it will be based. Among such principles are complexity and sequence of its implementation, scientificity, system, efficiency, social justice, professionalism, balanced representation of experienced and young workers, taking into account gender equality, accounting for complex results, continuity of staff training. When forming a personnel policy it is necessary to agree on certain nuances [5]:

- personnel development policy - providing development programs, individual promotion planning, team building, training and further training;

- development of general principles of personnel policy, definition of priority tasks;

- financial policy - establishing the principles of allocation of funds, ensuring an effective system labour incentives;

- organizational policy - generalization of labour needs, creation of structures and personnel, appointments, reserves, transfers;

- information policy - creation and support of the movement of the personnel information system [1].

In order to form an effective personnel policy, it is also important to take into account the factors that inherent in the external and internal environment of the enterprise and which have a direct impact on its functioning and development. When choosing a personnel policy, factors specific to the external and internal environment of the enterprise are taken into account, such as:

Production requirements, enterprise development strategy;

Financial capabilities of the enterprise, the allowable level of personnel management costs determined by it;

- Quantitative and qualitative characteristics of the available personnel and the direction of their change in the future, etc.;
- The situation on the labour market (quantitative and qualitative characteristics of labour supply by professions of the enterprise, the conditions of supply);
- Demand for labour from competitors, the emerging level of wages;
- Influence of trade unions, rigidity in defending the interests of workers;
- Requirements of the labour legislation, the accepted culture of work with hired personnel, etc.[2].

The general requirements for personnel policy in modern conditions are as follows:

1. Personnel policy should be closely linked with the development strategy of the enterprise. In this regard, it represents the staffing of this strategy.

2. Personnel policy should be flexible enough. This means that it must be, on the one hand, stable, because it is stability that is associated with certain expectations of the employee, on the other - dynamic, i.e. to be adjusted according to change of tactics of the enterprise, a production and economic situation. Those aspects of it that are focused on the interests of staff and are relevant to the organizational culture of the enterprise should be stable.

3. Since the formation of a skilled workforce is associated with certain costs for the company, personnel policy must be economically justified, i.e. proceed from his real financial capabilities.

4. Personnel policy should provide an individual approach to its employees [2].

Thus, the personnel policy is aimed at the formation of such a system of work with personnel, which would focus on obtaining not only economic but also social effect, subject to compliance with applicable law.

As a rule, the process of forming a personnel policy at the enterprise goes through several stages. Most scientists distinguish three such stages: rationing, programming and monitoring of personnel:

*Personnel rationing.* Coordination of principles and goals of work with personnel with the principles and goals of the enterprise as a whole, strategy and stage of its development

*Personnel programming.* Development of programs, ways to achieve the goals of personnel work, specified with taking into account the conditions of current and possible changes in the situation (development of personnel technologies)

*Personnel monitoring.* Development of procedures for diagnosis and forecasting of the personnel situation (program development continuous diagnostics and the mechanism of application of measures for personnel development) [1].

However, in our opinion, this list of stages is incomplete, so we propose to continue it. After carrying out the above stages should be followed by the stage of official approval of personnel policy enterprises. Later, carry out the stage of informing the team, which is to create a system promotion and delivery of personnel information to the staff, acquaintance of employees with the approved personnel policy and at the end of this stage to collect feedback and ideas on what is possible improving personnel policy. And at the last stage of personnel policy formation should be carried out evaluating the effectiveness of its implementation by analysing financial resources for the implementation of a certain type personnel strategy, evaluation of the effectiveness of the system of work motivation and the principles of allocation of funds to staff.

In modern conditions, personnel policy will be considered effectively formed in the event that it will meet such requirements [6]:



- personnel policy should be linked to the company's development strategy. In this she represents staffing the implementation of this strategy;
- personnel policy must be flexible enough, i.e. it must be stable on the one hand, on the other - dynamic;
- personnel policy must be economically sound, i.e. based on real financial capabilities of the enterprise;
- personnel policy should provide an individual approach to employees.

It should be noted that the personnel policy will be effective in the case of staff enterprises use their potential to the maximum, perform the tasks set before them. It is also important to explore a number of current issues that arise in the formation of personnel policies in the enterprise. Among the most common problems are the following[6, p.214]:

1. Lack of skilled workers, which in turn leads to low quality performed works;
2. High staff turnover at the enterprise. The main reason for staff turnover is dissatisfaction with their position. In particular, dissatisfaction with existing wages is disrespectful attitude on the part of management, lack of opportunity for self-realization and self-affirmation, lack of conditions for rest, weak system of stimulation and motivation, etc.
3. The problem of organizing the selection and hiring of personnel. This problem is directly caused oversaturation of the labour market with labour, so the company's management must create all the conditions to attract such personnel in which their personal characteristics, skills, knowledge will best match the purposes of the enterprise.

The personnel policy of the enterprise is a holistic personnel strategy that combines various forms of personnel work, the style of its conduct in the organization and plans for the use of labour. Personnel policy should increase the capabilities of the enterprise, respond to changing technology and market requirements in the near future. Personnel policy properties: 1. Connection with strategy. 2. Orientation to long-term planning. 3. The importance of the role of cadres. 4. The range of interrelated functions and procedures for working with personnel [4].

Based on the above, we will offer some recommendations for addressing the above problems in the formation of personnel policy of the enterprise, which may be an integral part mechanism for implementing personnel policy:

- formation of strategic approaches and methods for the organization of selection and hiring of personnel, which are to develop a two-tier staff structure, which will include a "staff core", the most valuable and skilled workers and the "peripheral" workers who perform less significant and responsible functions at the enterprise;
- organization of training and retraining, advanced training of workers;
- creation of all necessary conditions for the development of human potential in the enterprise, which in the result will provide it with corporate competitiveness in the market;
- development of approaches to effective personnel management as a condition for effective and rational placement, use and provision of employees, which will provide professional growth;
- development of social and labour relations between staff and management in relation to the functioning and development of labour personnel, employment conditions and social protection;
- the creation of an effective system of incentives for staff, which includes moral and material incentives and the most important areas of work to motivate staff, etc. [5].

Because one of the main tasks of personnel policy of any enterprise is involvement fully employ the full potential of employees, so special attention is paid to enterprises namely the formation of an effective system of staff motivation, which helps to increase productivity

and profitability of the organization as a whole. In modern conditions the most effective and quite often the motivation system used is "motivation for the result".

## Conclusions

Summarizing the above, we can conclude that an important role in personnel management of the enterprise is played by personnel policy. Personnel policy is an integral part of all management activities and production policies of the organization. It aims to create a cohesive, responsible, highly developed and highly productive workforce. Personnel policy should create not only favourable working conditions, but also ensure the possibility of career advancement and the necessary degree of confidence in the future. Therefore, the main task of the personnel policy of the enterprise is to ensure that the interests of all categories of workers and social groups of the work collective are taken into account in the daily personnel work.

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