

METHODOLOGICAL FOUNDATIONS OF STRATEGIC PERSONNEL MANAGEMENT

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the management and the employee.

THE INITIAL PRESUPPOSITIONS

In the article, the following research methods were used to solve the set tasks: theoretical (study and analysis of scientific, psychological, reference, specialized literature, regulatory documentation on the topic of research, additional professional advanced training programs; analysis, comparison, classification of the information received and generalization); empirical (observation, questionnaire survey, survey, conversation, testing); mathematical (statistical data process-sing).

METHODS

The emergence of modern models of business organization and their implementation in domestic and foreign companies require a rethinking of scientific views on the strategy of personnel management, necessitate the formation of new approaches to the development of a strategy and the creation of new concepts of strategic personnel management in the context of the development of progressive forms of organization and management of companies' activities.

INTRODUCTION

Currently, human potential is considered as the most valuable and scarce resource for sustainable development of any enterprise. It is closely related to human potential, which reflects the ability of the team to achieve certain economic and social results. Its underutilization inhibits the development of the company's personnel, which negatively affects the efficiency of production, the rate of economic growth and the improvement of the welfare of workers. Therefore, minimizing the unrealized opportunities arising from the discrepancy between the potential reserves of the employee and the working conditions of the production requirements is becoming an urgent task of enterprises and organizations at the present time, and even more so in the future.

Its solution is associated, first of all, with improving the quality characteristics of human resources. It is important to create and improve the strategic management of human resources, ensuring the development of concepts and the implementation of the correct policy for its development, as well as the use of the principles and methods of modern management in this area of human activity. The aim of the work is to develop a methodology for assessing the strategic potential of the organization's personnel on the basis of determining the completeness of using working time and analyzing the effectiveness of labor activity on the part of

The approach to personnel management changes when the existing methods and principles do not ensure the efficient use of the firm's resources, its competitiveness. We are talking about both an individual company and business organizations of a country or a group of countries. As a result of changes in the external and internal conditions for the functioning of a business organization, an objective need arises for a theoretical understanding of the changes that have occurred (and are occurring), which leads to the development of new approaches to management.

The behavior of organizations and the actions of their leaders cannot be reduced to a simple response to ongoing changes in the internal and external environment. There is a growing recognition of the need to anticipate and manage changes and adjust them to company goals. An effective tool for managing the development of an organization in such conditions is the methodology of strategic management, the essence of which is the cost-effective achievement of the company's long-term goals based on retaining competitive advantages and adequate response to changes in the external environment. For this, on the one hand, there should be a clearly organized comprehensive strategic planning, on the other, the company's management structure should be built in such a way as to ensure the development of a long-term strategy to achieve its goals and the creation of management mechanisms for the implementation of this strategy through a system of plans (VINOGRADOVA, 2006).

Practice shows that those organizations that carry out complex strategic management work more successfully and make profits significantly higher than the industry average. Many executives with experience in management fail to achieve the success they desire by scattering their energies across as many markets as possible, producing as many diverse products as possible, and meeting the needs of diverse customer groups. For success, however, a purposeful concentration of forces and a correctly chosen strategy are required. More than forty years' history of strategic management research has led to the emergence of a fairly large number of theoretical concepts, methodologies and tools. Currently, numerous methods of strategic analysis and planning have been proposed, as well as approaches to developing a company's development strategy.

At the same time, the emergence of modern business organization models and their implementation in domestic and foreign companies require a rethinking of scientific views on both organizational strategy and personnel management strategy, necessitate the formation of new approaches to strategy development and the creation of new concepts of strategic personnel management in a development environment. progressive forms of organization and management of companies. We are talking, first of all, about process-oriented organizations that, through the decomposition of a business into a set of interrelated business processes, implement the integrated management of individual activities that create value for the consumer.

Over time, it becomes obvious to the HR director that it is not enough to simply develop and implement personnel programs and activities - the personnel service needs to become a function of the business, that is, to work to achieve the goals of the entire organization. To convince colleagues and management that his service is not just a service department, but also a business partner of the company, the HR director needs to look at all HR activities from a business planning perspective. At this stage, it becomes clear that each personnel program should ultimately bring profit to the company - whether it is recruiting personnel, creating a training center or holding a corporate event. The main task of the personnel service during this period is to increase the market value of the company with the help of personnel management tools, as well as develop an effective personnel management strategy, develop the organizational structure, and create systems for evaluating the activities of divisions. The HR strategy, therefore, must be comprehensive in the sense of targeting the organization's workforce to achieve the goals of its long-term development.

The real change will come when the company is able to achieve collaboration between HR managers and line managers in strategic planning of the company's activities. In this case, personnel management planning becomes an integral part of business planning, and the development of a personnel management strategy is seen as a priority business process.

Managers identify the potential of the staff and the organizational structure that can contribute to the achievement of the company's goals. The result of such business planning is clearly defined business processes for all departments of the company, which will help to achieve the set goals more effectively. A well-defined HR business process provides us with an effective framework for identifying the company's long-term staffing needs and for planning measures to meet these needs. It is based on the following principles:

- meet the current and anticipate future needs of the organization;
- be consistent with the existing or desired culture of the organization;
- have the ability to change the nature and direction of business development;
- contribute to the effective actions of the organization in resisting external pressures and environmental challenges;
- focus on key needs;
- answer fundamental questions: "What limits us?", "What prevents us from achieving the desired results?";
- be based on detailed analysis and research, not wishful thinking;
- take into account the experience and collective opinion of senior management;
- take into account the needs of line managers and workers in general, as well as other interested parties;
- address implementation issues that may arise when line managers lack commitment, time or skills to fulfill their roles;
- anticipate problems that may arise due to the hostility or indifference of workers;
- ensure the organization has the resources it needs to implement the strategy;
- ensure the involvement and development of people with the right qualifications, which will strengthen the sustainability of the organization in the course of achieving its goals;
- consist of mutually consistent and mutually supportive elements;
- have the ability to transform into programs of specific actions.

With the introduction of a process approach to personnel management, the organization has the following capabilities (TRAVIN, DYATLOV, 2007).

RESULTS AND DISCUSSION

Opportunity 1. The process approach allows you to optimize the personnel management system, make it transparent for management and able to respond flexibly to changes in the external environment. When introducing a process approach, the following are regulated:

- the procedure for planning goals and activities;
- interaction between processes and subdivisions of the personnel management system;
- responsibility and authority of process owners and other officers;
- the order of actions of employees in emergency situations;
- the procedure and forms of reporting to senior management;
- a system of indicators characterizing the effectiveness and efficiency of personnel management of the organization as a whole and its business processes;
- the procedure for considering the results of activities and making management decisions to eliminate deviations and achieve planned targets.

The introduction of a process approach in an organization primarily implies work on the description and regulation of business processes, within the framework of which:

- distribution of responsibility for the results of work included in the processes is carried out;
- the system of interaction of processes with each other, as well as with the external environment is determined;
- a list of documentation required for the functioning of processes is determined (instructions, regulations, regulations, methods, job descriptions, etc.);
- a schedule for the development and implementation of this documentation is drawn up;
- the performance indicators of the processes, methods and forms of collecting information and the procedure for reporting to managers are established;
- the boundaries of indicators characterizing the normal course of processes are determined;
- the criteria are established by which work begins to eliminate the causes of the deviation (IASECHKO, KHARLAMOV, SKRYPCHUK, FADYEYeva, GONTARENKO, SVIATNAIA, 2021).

Opportunity 2. The process approach allows you to obtain and use a balanced scorecard in the projection of personnel management at each stage of the organization's business planning. The system of indicators, built within the framework of process personnel management, is structured in four areas:

- performance indicators of individual processes of personnel management as a whole (achievement of planned results in terms of personnel in the field of recruitment, training, etc.);
- performance indicators of individual processes of personnel management (the ratio of the results obtained to the cost of time, financial and other resources);
- indicators of "products" produced by business processes of personnel management;
- indicators of customer satisfaction with the results of personnel management activities.

When introducing a process approach, a two-stage system of indicators is developed:

- a) indicators by which the owner of the process evaluates the effectiveness and efficiency of his process and the works that are part of it;
- b) the indicators by which the process owner reports to senior management on the results of the process. The key HR management processes also include the HR strategy development process. The owner of this process is the Deputy General Director for Human Resources. Personnel management is performed on the basis of reporting indicators that process owners transfer to top management.

Opportunity 3. The process approach ensures the confidence of the organization's management that the existing personnel management system is aimed at continuous improvement of efficiency and maximum consideration of the interests of stakeholders, since the system is based on measuring the performance of the organization's personnel, planning and achieving continuous improvement of personnel performance.

Opportunity 4. The developed and implemented business process management system (SMS) of personnel management ensures the implementation of the process approach in accordance with the requirements of the BSC (balanced scorecard).

Such an organization of business processes for personnel management allows you to achieve a competitive advantage in the labor market.

Opportunity 5. The introduction of a process approach to personnel management and the construction of a balanced scorecard guarantee a clearly defined procedure and responsibility for the development, coordination, approval and maintenance of documentation.

Opportunity 6. The basis of the process approach to personnel management is decision-making based on facts, therefore, the presence of an information system in an organization is of great importance. The information system implemented in the organization allows process owners to obtain objective information for management, if it is built within the framework of a unified organization management system based on the process approach. In the event that an automation system is implemented without considering the needs of personnel management, then the probability of an unsuccessful completion of such a project is very high (IASECHKO, IASECHKO, SMYRNOVA, 2021).

CONCLUSION

In general terms, human resource potential reflects the ability of a team of employees to achieve certain economic and social results with a certain degree of its compliance with the means of modern production, tasks, requirements and directions of its development, external and internal capabilities. The degree of such correspondence is the higher, the more fully the capabilities of the collective and individual workers are used. The constant underutilization of such opportunities hinders the development of the company's personnel, the solution of its economic and social problems.

The parameters of human resources, its quantitative and qualitative characteristics are determined by the needs (set of goals) of the production and non-production areas of the enterprise. In this aspect, at the enterprise level, unregulated (socio-economic and territorial) and regulated (individual and intra-organizational) factors in the formation and use of human resources are distinguished. Taking this into account, within the framework of the deterministic parameters of the external environment (in the current perspective), the management of the organization must optimize the size and structure of human resources in accordance with the goals of the organization. With this understanding of his actions, it is important to determine the direction of management of the personnel potential of the enterprise. In this aspect, the basis of the concept of human resources management of the organization, as shown by the study, currently should be the following initial provisions:

- the ever-increasing role of the employee's personality in ensuring the effective work of the organization and determining his (employee's) development;
- knowledge of the motivational attitudes of the employee and the group (for work and relationship with other individuals), the ability to form and direct them in accordance with the tasks facing the organization;
- approach to human resources as an organization's capital, on the one hand, and its critical resource, on the other;
- predominantly long-term relationships of the employed with the place of work;
- complex, comprehensive and constant impact on personnel;
- broad participation of personnel in management;
- the need for continuous development of human resources.

Thus, such a concept should be based on a clear understanding of the fact that at the center of the enterprise's functioning is a specific person, who is a key element of its economic mechanism.

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Methodological foundations of strategic personnel management

Fundamentos metodológicos da gestão estratégica de pessoas

Fundamentos metodológicos de la gestión estratégica de personal

Resumo

O artigo estuda o conteúdo, princípios, escolas científicas e tendências modernas na gestão de pessoas de uma organização. As ferramentas metodológicas de avaliação do potencial estratégico das pessoas da organização; o método para avaliar o potencial estratégico do pessoal da empresa é proposto com base em uma análise da utilização do fundo de jornada de trabalho. Os resultados das atividades de pessoal dos cargos de direção, colegas, subordinados e a opinião pessoal do funcionário são eixos determinantes na percepção sobre o objeto estudado, ou seja, as pessoas respondem de maneira pró-ativa ao estilo de gestão conforme a estrutura e planejamento da prática organizacional.

Palavras-chave: Gestão de pessoal da organização. Potencial estratégico. Pessoal. Organização. Fundo de tempo de trabalho.

Abstract

The paper discusses the content, principles, scientific schools and modern trends in people management in an organization. At methodological tools for evaluating the strategic potential of the organization's people; the method for evaluating the strategic potential of the company's personnel is proposed based on an analysis of the use of the working hours fund. The results of the activities of staff in management positions, colleagues, subordinates and the employee's opinion are determining axes in the perception of the studied object, that is, people respond proactively to the management style according to the structure and planning of organizational praxis.

Keywords: Personnel management of the organization. Strategic potential. Personnel. Organization. Working time fund.

Resumen

El documento analiza el contenido, los principios, las escuelas científicas y las tendencias modernas en la gestión de personas en una organización. Las herramientas metodológicas para evaluar el potencial estratégico de las personas de la organización; el método para evaluar el potencial estratégico del personal de la empresa se propone a partir de un análisis del uso del fondo de horas de trabajo. Los resultados de las actividades del personal en puestos gerenciales, colegas, subordinados y la opinión del empleado son ejes determinantes en la percepción del objeto estudiado, es decir, las personas responden proactivamente al estilo gerencial de acuerdo con la estructura y planificación de la praxis organizacional.

Palabras-clave: Gestión de personal de la organización. Potencial estratégico. Personal. Organización. Fondo de tiempo de trabajo.