

Technologies For Developing Solutions For Personnel Management: Modern Challenges

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Summary

The article examines modern global challenges facing organizations in the field of management staff. Modern trends in the field of labor resources management are named. The importance of using new methods and approaches in the HR sphere is noted, as well as the challenges and opportunities that arise before organizations when using a certain personnel management method are described. The article considers the basic concepts of personnel planning technology; the analysis of the personnel management system was carried out; the influence of personnel planning on staff turnover and the efficiency of the enterprise as a whole was studied; measures have been developed to improve personnel planning at the enterprise. The subject of study in the framework of this study was the stages and content of personnel planning in the organization. The practical significance of this study lies in the fact that the proposals developed within the framework of the work can be used not only in the practice of personnel work, the stages and content of personnel planning in an organization, but in other companies.

Keywords:

personnel planning, education system, anti-crisis management, team of managers

1. Introduction

The relevance of the topic of the article lies in the fact that in today's crisis situation, the goal of the personnel work of any enterprise is to form efficient and competitive personnel, on which the accuracy of the implementation of decisions and the success of each unit individually and the entire enterprise as a whole depends.

The research problem is that for all organizations, large and small, industrial and operating in the service sector, people management is of paramount importance. Without a properly selected, deployed and professionally trained

human resource, no organization can achieve its goals and survive. This provision is fundamental in the concept of anti-crisis management.

Until recently, the very concept of "personnel planning" in the domestic management literature was either absent, or it was discussed in passing, in the context of considering other management problems. Naturally, the issues of anti-crisis personnel management as an integral part of the concept of anti-crisis management have been developed very superficially.

The purpose of the work is to develop ways to improve personnel planning for the successful development of an enterprise in a crisis.

2. Theoretical Consideration

Workforce planning involves the application of a basic planning process to address the human resource needs of an organization.

Personnel decisions are the directed activities of the organization for training personnel, ensuring the proportional and dynamic development of personnel, calculating its professional and qualification structure, determining the general and additional needs, and monitoring its use.

Personnel planning of an organization relies not only on the laws and patterns studied by various sciences related to management, but also on patterns inherent only in this process, such as:

- compliance of the personnel management system with the goals, features, state and development trends of the production system;
- system formation of personnel management;
- optimal combination of centralization and decentralization of personnel management;
- proportional combination of the totality of subsystems and elements of the personnel management system;
- proportionality of production and management;

- the necessary diversity of the personnel management system;
- changing the composition and content of personnel management functions;
- minimization of the number of levels of personnel management;
- interaction of regularities of personnel management [9].

The main tasks of personnel planning:

- organization of effective interaction between the planning group of the personnel service and the planning department of the organization,
- implementation of decisions that contribute to the successful implementation of the organization's strategy,
- development of a personnel planning procedure, consistent with its other types,
- assistance to the organization in identifying the main personnel problems and needs in strategic planning,
- linking personnel planning with the planning of the organization as a whole,
- Improve the exchange of information on personnel between all departments of the organization.

HR planning includes:

- analysis of the system of workplaces of the organization,
- study of the labor market (skilled labor market) and the program of measures for its "development",
- forecasting the organization's long-term needs for personnel (for its individual categories),
- development of programs and activities for the development of personnel.

When implementing personnel planning, the organization pursues the following goals:

- get and retain people of the right quality and in the right quantity,
- make the best use of the potential of your staff,
- be able to anticipate problems arising from a possible excess or shortage of personnel.

It should be noted that not all patterns of personnel management are deeply studied and open. Regularities (like laws) can end their operation due to changes in the conditions of production and management, as well as due to the termination or commencement of the laws of economic development. With the transition to the market, such changes occur especially intensively.

The principles of personnel management are the rules, basic provisions and norms that managers and specialists must follow in the process of personnel management.

There are many such principles, but under all conditions, personnel management is carried out on the basis of the following principles traditionally established in domestic organizations: scientific character, democratic centralism, planning, first person, unity of management; selection, selection and placement of personnel; combinations of unity of command and collegiality, centralization and decentralization; linear, functional and

target management, control over the execution of decisions, etc.

A number of American and Japanese corporations widely use the following principles of personnel management: lifelong employment, control over the execution of tasks based on trust; combination of such control with corporate culture, decision-making based on consensus, i.e. mandatory approval of the decisions made by the majority of employees.

Methods of personnel management are ways of influencing teams and individual employees in order to coordinate their activities in the process of functioning of the organization.

Science and practice have developed three groups of personnel management methods:

Administrative methods are based on power, discipline and punishment and are known in history as methods of the whip.

Economic methods are based on the correct use of economic laws and are known as carrot methods by their methods of influence.

Socio-psychological methods come from motivation and moral influence on people and are known as methods of persuasion [1].

Administrative methods are focused on such motives of behavior as the conscious need for labor discipline, a sense of duty, the desire of a person to work in a particular organization, and the culture of work activity. These methods are distinguished by the direct nature of the impact: any regulatory and administrative act is subject to mandatory execution. Administrative methods are characterized by their compliance with legal norms in force at a certain level of government, as well as acts and orders of higher authorities.

Economic and socio-psychological methods are indirect in nature of managerial influence.

Administrative methods are based on the relationship of unity of command, discipline and responsibility, are carried out in the form of organizational and administrative influence. The organizational impact is aimed at organizing the production and management process and includes organizational regulation, represented by regulations on structural divisions, organizational regulation in the form of a large number of standards, and organizational and methodological instruction, carried out in the form of various instructions and instructions.

Administrative methods of management are the establishment of government orders; the formation of the structure of governing bodies; the approval of administrative norms and regulations; legal regulation.

The administrative influence is expressed in the form of an order, order or instruction, which are legal acts of a non-normative nature. They are issued to ensure compliance, enforcement and enforcement of applicable

laws and other regulations, as well as to give legal force to management decisions.

Economic methods are elements of the economic mechanism by which the progressive development of the organization is ensured. The most important economic method of personnel management is technical and economic planning, which combines and synthesizes all economic methods of management.

Socio-psychological methods are based on the use of the social control mechanism (the system of relationships in the team, social needs, etc.) and the laws of sociology and psychology. The object of their influence are groups of people and individuals.

Economic methods of management - this is a technical and economic analysis; a feasibility study; technical and economic planning; economic incentives; financing; motivation of labor activity; wages; capital investments; lending; pricing; participation in profits and capital; taxation; establishment of economic norms and standards; insurance; establishment of financial sanctions and incentives [2].

According to the scale and methods of influence, these methods can be divided into two main groups:

sociological methods that are aimed at groups of people and their interaction in the process of work;

psychological methods that directly affect the personality of a particular person.

Socio-psychological management methods include the following components:

Personnel management methods can also be classified on the basis of belonging to management functions (rationing, organization, planning, coordination, regulation, motivation, incentives, control, analysis, accounting).

On this basis, the following methods are distinguished:

- recruitment, selection and reception of personnel;
- business assessment of personnel;
- socialization, career guidance and labor adaptation of personnel;
- motivation of labor activity of personnel;
- organization of personnel training system;
- management of conflicts and stresses, personnel safety management, organization of personnel work, management of business career and service and professional advancement of personnel;
- the release of staff.

Socio-psychological methods of management are socio-psychological analysis; socio-psychological planning; creation of a creative atmosphere; participation of employees in management; social and moral motivation and stimulation; satisfaction of cultural and spiritual needs; formation of teams, groups; creation of a normal psychological climate; establishment of social norms of behavior; development of initiative and responsibility among employees; establishment of moral sanctions and rewards.

An organization's goal is specific end states or desired results that it would like to achieve. The development of the organization's goal is a rather complicated and time-consuming task, involving the use of the goal tree method. As a rule, the general goal and goals of a lower level are distinguished. The general goal, depending on the situation in the economy, in the market and in the organization itself, may change. In any case, the entire set of goals, based on the requirements of the functional-target model of the organization's management system, can be divided into the following types: scientific and technical, industrial, economic, commercial, social.

In the specific situation of the development of the economy of our country - the transition to market relations - it is more legitimate to consider the economic goal as the general goal.

Therefore, at present, the personnel management service of many domestic organizations includes the following divisions: the personnel department, the training department, the labor and wages department, the social development department and other social infrastructure departments, the labor protection and safety department, the sociology laboratory, the environmental protection department Environment, Legal Department, Department of Labor Organization, Production and Management, Department of Scientific and Technical Information, Patent and Licensing Department, Bureau of Rationalization and Invention [4].

The personnel management strategy also has a significant impact on the choice of organizational structure. However, it is not necessary to change the structure every time the organization moves to implement a new strategy in relation to personnel management. It is necessary to establish how the existing management structure corresponds to the new strategy, and only then, if necessary, to make appropriate changes.

Thus, depending on how the personnel planning structure is designed, how goals and functions are distributed between departments and individual employees, and how well the delegation of authority is practiced, the staff gets an idea of the degree of trust and democracy in the management of the organization.

The quality of the functioning of the personnel planning system depends not only on the professional training of its employees, but also on the load falling on one specialist, i.e. on the intensity of his work. According to the recommendations of experts, this load should be no more than 100-120 people per employee of the personnel service. The personnel services of large industrial and trade organizations are closest to such a load. In the US, there is one HR specialist for every 115 employees of the company, in Japan - for 38 people.

The market economy poses a number of fundamental tasks, the most important of which is the most efficient use of

human resources. In order to achieve this, a clearly developed personnel policy of the enterprise is needed.

Under the personnel policy of an enterprise, it is legitimate to understand the formation of a personnel work strategy, the establishment of goals and objectives, the definition of scientific principles for the selection, placement and development of personnel, the improvement of forms and methods of working with personnel in specific historical conditions of a particular period of development of the company.

The purpose of the personnel policy is to formulate goals in a timely manner in accordance with the organization's development strategy, set problems and tasks, find ways and organize the achievement of goals. To achieve the set goals, it is especially important to ensure the production behavior of each of its employees required by the organization. Like the development strategy of the organization as a whole, personnel policy is developed taking into account the internal resources and traditions of the organization and the opportunities provided by the external environment.

Personnel policy is closely connected with all areas of the economic policy of the organization. On the one hand, decision-making in the field of personnel policy takes place in all complex functional subsystems: the management of scientific and technical activities, production, economic activities, foreign economic activities, and the organization's personnel [7, 9].

On the other hand, decisions in the field of personnel policy influence decisions in these complex functional subsystems. Since the main goal of personnel policy is to provide these functional subsystems of the management system and the production system of the organization with the necessary workers, it is obvious that decisions on recruitment, evaluation, labor adaptation, incentives and motivation, training, certification, labor and workplace organization, personnel use, planning promotion, talent pool management, innovation management in personnel work, safety and health, staff releases, leadership style definitions strongly influence decision-making in the field of economic policy of the organization, for example, in the field of scientific and technical, industrial, economic, foreign economic activity, etc.[2, 11].

All activities of the organization should contribute to the achievement of this goal. One of the activities of the organization is personnel management. From the main goal of personnel policy, sub-goals for personnel management can be derived, for example, to provide labor resources of a certain quality and quantity by a specific date, for a specified period, to certain jobs. On the basis of such targets, it is possible to determine the content of the personnel policy in the organization [5].

The following are the most important principles of individual areas of personnel planning of the organization and their characteristics [16].

Organizational personnel management: the principle of the equal need to achieve individual and organizational goals (basic) (the need to seek honest compromises between the administration and employees, and not give preference to the interests of the organization).

Recruitment, selection and placement of personnel:

- the principle of conformity (correspondence of the volume of tasks, powers and responsibilities to human capabilities);

- the principle of professional competence (the level of knowledge corresponding to the requirements of the position);

- principle of practical achievements (required experience, leadership abilities (organization of own work and work of subordinates));

- the principle of individuality (appearance, level of development of intelligence, character, intentions, leadership style).

Formation and preparation of a reserve for promotion to senior positions:

- principle of competitiveness (selection of candidates on a competitive basis);

- the principle of rotation (systematic change of positions vertically and horizontally);

- the principle of individual training (preparation of a reserve for a specific position according to an individual program);

- the principle of verification by deed (effective internship in leadership positions);

- the principle of suitability for the position (suitability of the candidate for the position at the moment);

- the principle of regular assessment of individual qualities and capabilities (assessment of performance, interviews, identification of inclinations, etc.).

Assessment and certification of personnel:

- the principle of selection of evaluation indicators (a system of indicators that take into account the purpose of evaluations, evaluation criteria, frequency of evaluations);

- the principle of qualification assessment (suitability, determination of the knowledge necessary to perform this type of activity);

- the principle of assessing the implementation of tasks (assessment of performance results).

Staff development:

- the principle of advanced training (the need for periodic revision of job descriptions for the continuous development of personnel);

- the principle of self-expression (independence, self-control, influence on the formation of performance methods);

- principle of self-development (ability and possibility of self-development).

Motivation and stimulation of personnel, remuneration:

- the principle of compliance of remuneration with the volume and complexity of the work performed (an effective system of remuneration);
- the principle of a uniform combination of incentives and sanctions (specificity of the description of tasks, responsibilities and indicators);
- principle of motivation (motivating factors affecting the increase in labor efficiency).

Personnel planning involves, first of all, the formation of an organization's personnel management strategy, which takes into account the organization's development strategy.

The personnel management strategy is plans, directions of action, the sequence of decisions made and methods that allow you to evaluate, analyze and develop an effective system of influencing personnel to implement the organization's development strategy. The personnel management strategy is developed taking into account both the interests of the organization's management and the interests of its personnel [12-13].

The personnel management strategy involves: defining the goals of personnel management, i.e. when making decisions in the field of personnel management, both economic aspects (the adopted personnel management strategy) and the needs and interests of employees (decent wages, satisfactory working conditions, opportunities for developing and realizing the abilities of employees, etc.) should be taken into account; formation of ideology and principles of personnel work, i.e. the ideology of personnel work should be reflected in the form of a document and implemented in everyday work by all heads of structural divisions of the organization, starting with the head (this document should contain a set of ethical, not subject to violation of norms in working with personnel; as the organization develops and the external conditions of the organization's personnel work change it can be specified) determination of conditions for ensuring a balance between the economic and social efficiency of the use of labor resources in the organization [14].

Ensuring economic efficiency in the field of personnel management means the optimal use of personnel to achieve the goals of the organization's business activities (for example, increasing production volumes) with the limited labor resources corresponding to the organization. Social efficiency is ensured by the implementation of a system of measures aimed at meeting the socio-economic expectations, needs and interests of the employees of the organization [15].

The strategy of personnel management depends on the strategy of personnel policy. Moreover, the personnel policy strategy determines the organization's personnel management strategy. Currently, there are three concepts of the personnel policy strategy.

The first concept assumes that the strategy of personnel management is determined by the strategy of the

organization. Personnel management performs a service function, which consists in providing and maintaining the performance of the personnel necessary for the organization.

The second concept is based on the fact that the personnel management strategy is central, independent of the organization's strategy. Employees employed in the organization are considered as independent resources, with the help of which, depending on their quality and abilities, various tasks can be solved. In this case, the personnel policy strategy depends on the available or potential human resources [3-5].

The third concept is a synthesis of the two previous ones: the organization's strategy is compared with existing and potential human resources, and its compliance with the directions of the personnel policy strategy is determined. As a result of such a comparison, the strategy of the entire organization and its personnel policy can be changed.

The main directions of the organization's personnel planning, developed on the basis of the personnel management strategy, are: conducting marketing activities in the field of personnel;

planning the organization's need for personnel;

forecasting the creation of new jobs, taking into account the introduction of new technologies;

organization of recruitment, selection, evaluation and certification of personnel, career guidance and labor adaptation of personnel;

selection and placement of personnel;

development of incentive systems and motivational mechanisms to increase interest and job satisfaction, remuneration;

rationalization of personnel costs of the organization;

development of personnel development programs in order to solve not only today's, but also future tasks of the organization based on the improvement of training systems, career advancement of employees and the preparation of a reserve for promotion to managerial positions;

organization of labor and workplaces;

development of employment programs and social programs;

efficient distribution and use of employees employed in the organization, optimization of their number;

management of innovations in personnel work;

ensuring the safety and health of personnel;

analysis of the reasons for the release of personnel and the choice of the most rational options for it;

ensuring a high level of labor quality, working life and labor results;

development of projects to improve the organization's personnel management and assessment of social and economic efficiency [6].

The implementation of such a personnel policy involves the restructuring of the work of the organization's personnel management service. As we have repeatedly

emphasized, the main goal of the personnel management service is to provide the organization with personnel capable of effectively solving the problems of the organization in market conditions, their effective use, professional and social development [17].

To carry out these activities and maintain effective work in the future, it is necessary to improve the organizational structure of the organization's personnel management service itself. It must include subdivisions aimed at the implementation of all the functions assigned to it.

The essence of personnel planning is to provide people with jobs at the right time and in the required quantity in accordance with their abilities, inclinations and production requirements. Jobs in terms of productivity and motivation should allow workers to develop their abilities in an optimal way, increase labor efficiency, and should meet the requirements for creating decent working conditions and employment.

HR planning should answer the following questions:

How many workers, what skills, when and where will be needed?

How can you attract the right staff and cut down on the redundant without causing social harm?

How best to use staff according to their abilities?

How to ensure the development of personnel to perform work that requires new, higher qualifications, and maintain their knowledge in accordance with the requirements of production?

What costs will be required by the planned personnel activities?

In the literature and in practice, the concepts of "personnel planning" and "personnel policy" are often not clearly distinguished. Personnel policy as the adoption of fundamental personnel decisions becomes the planning of goals. In this sense, personnel policy, or goal planning, is often equated with long-term strategic personnel planning. Therefore, personnel decisions of fundamental long-term importance for the organization should always be based on long-term planning.

Conclusions

The efficiency of any enterprise directly depends on the quality of management of various resources. Currently, one of the most important resources is the staff. The success and prosperity of enterprises is largely determined by the intellectual potential of the enterprise, the quality of employees, which, as a rule, is associated not only with their qualifications, but also with the enthusiasm, dedication, and creativity with which they perform their duties. Without initiative, entrepreneurship, and the ability to innovate, the successful functioning of enterprises in the market is impossible.

The main condition for effective and successful management of labor resources at the enterprise is the compliance of the top management with the main ones trends in personnel management.

From now on, the management of the organization must take into account the interests and values of employees to form a new reward system, thanks to why employees will better understand the goals and enterprise strategy. In the foreground not technical skills are obtained, but humanitarian ones knowledge, individual skills and abilities.

Management of companies must adapt to new conditions and change their view of older workers and temporary workers.

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