

INNOVATIVE TECHNOLOGIES IN THE MANAGEMENT SYSTEM PERSONNEL

^aOLENA KOZLOVA, ^aLARYSA KORZH-USENKO,

^bIGOR KUKIN,

^cZHANNA BEZUHLA, ^dKRYSTYNA KOVALSKA

^a*Sumy State Pedagogical University named after A.S. Makarenka, Ukraine*

^b*Bohdan Khmelnytskyi National Academy of the State Border Guard Service of Ukraine, Commanding, Ukraine*

^c*Kyiv National University of Culture and Arts, Ukraine*

^d*Liverpool Hope Business School, Liverpool Hope University Liverpool, The United Kingdom of Great Britain and Northern Ireland*

email: ^a*Kozlova@ukr.net*, ^a*Korzh-Usenko@gmail.com*,

^b*Kukin@gmail.com*, ^c*Bezuhla@gmail.com*,

^d*Kovalska@gmail.com*

Abstract: The article systematizes modern concepts of personnel management, among which the following are distinguished: the concept of labor management; personnel management, human management resources and human management. It has been established that the purpose of the concept of human resources management is not only in hiring and retaining qualified employees, but also in improving the professional training of employees who effectively implement the goals of the enterprise. Features of this concept are also the use of group methods of work organization with the aim of creating a favorable climate for the delegation of competences and responsibilities; focus on the development of an integral strong corporate culture. The main innovative technologies in the field of personnel management are highlighted, in particular: recruiting, coaching, gamification, application of programs for the development of emotional intelligence, talent management, knowledge management and personalization, which allow to increase the level of competence and commitment to the organization among employees. The article considers the strategic personnel management, which can proceed effectively only within the framework of the strategic personnel management system. It means an ordered and purposeful set of interrelated and interdependent subjects, objects and means of strategic personnel management, interacting in the process of implementing the "strategic personnel management" function. The main working tool of such a system is the personnel management strategy. It is shown that the system of strategic personnel management ensures the creation of structures, information channels, and most importantly, the formation of a personnel management strategy, its implementation and control over this process.

Keywords: personnel planning, system education, anti-crisis management, management of managers.

1 Introduction

The history of the development of personnel services, i.e., divisions that deal with recruitment and accounting of personnel, is lost in the depths of centuries. For example, the first mention of the discharge order issued by the personnel of the army of the Russian state (his staffing, monetary and local salaries), dates back to 1478. Special examinations introduced by the order determined the ability to be called up for military service. In addition to the military, the order also had administrative functions in the personnel affairs of the state apparatus. He appointed viceroys, governors, ambassadors, judges, tried officials who failed to justify their trust, handled viceroy cases, etc. The history of the development of personnel services is closely related to the development of organized employment services. The emergence of organized employment services in the countries of Western Europe was due to mass unemployment. Initially, they were a set of labor mediation bodies carried out by professionals trade unions and unions. Later, state employment agencies emerged: labor exchanges, agencies, employment offices. In France, for example, the first state labor exchange was created in 1897, in England the law on the organization of government labor exchanges in cities with a population of 25 thousand or more was adopted in 1909, in tsarist Russia in August 1917. The organization of the state distribution of labor under the Soviet government began with the creation of the employment service, the main links of which (according to the decree of the Soviet People's Committee) were labor exchanges. They registered all citizens who were looking for work and all available jobs; engaged in social insurance and unemployment benefit payments; provided intermediary services in relation to hiring; kept labor statistics etc. They were created in settlements with a population of 20,000 or more, and enterprises could hire workers only through labor exchanges. Exchange services were free for both the population and

economic bodies. 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, strategic personnel management of the organization is necessary, which is closely interconnected with the strategic management of the entire organization. This explains the relevance of this course work. In addition, for the implementation of the strategic personnel management of the organization, highly qualified specialists are needed, who are sorely lacking in this area, as well as literature on this issue in Ukraine. With the development of market relations in cities, labor exchanges, services (bureaus) are created employment of the population, who employ and organize retraining of personnel. In recent years, various firms and recruiting offices specializing in personnel selection and other types of services have become widely available. All this has a significant impact on the development of personnel services and enables them to improve their activities. Krausert (2014). An important issue is the intellectualization of production. Step by step, it is necessary to make the work interesting not only for the engineer, but also for worker, so that the division of employees "into those who think and those who does." As a rule, flexible manufacturing is more interesting. These measures are useful not only for the employee. As a rule, they make production more adaptable to quick response to market needs, i.e. provide high economic efficiency. The possibilities of humanizing work have no limits, just like the endless phenomenon of a person, the development of his personality, culture, education, improvement, interaction between people, as well as the technical environment of the functioning of people in the organization. The subject of personnel management is the study of the relations of employees in the production process from the point of view of the most complete and effective use of their potential in the conditions of the functioning of production systems. The main goal of personnel management is the combination of effective personnel training, professional development and work motivation to develop the abilities of employees and stimulate them to perform higher-level work. There are a number of tasks related to personnel management and ensuring normal working conditions. The most important of them are: socio-psychological diagnostics; analysis and regulation of group and personal relations of management; management of industrial and social conflicts and stresses; information support of the personnel system management; employment management; assessment and selection of candidates for vacant positions; analysis of personnel potential and personnel needs; personnel marketing; business career planning and control; professional and socio-psychological adaptation of employees; labor motivation management; legal issues of labor relations; psychophysiology, ergonomics and aesthetics of work. Scientific methods of personnel assessment, placement and training based on the results of sociological and psychological research are gradually being introduced into the practice of personnel services. The level of organizational, legal and socio-psychological culture of personnel services employees is insufficient, a large part of whom do not have appropriate education, has not improved his qualifications for a long time. Human resources departments are currently neither methodical, nor informational, nor coordinating centers for personnel work. They are structurally separated from departments of work organization and wages, departments of occupational health and safety, legal departments and other divisions that perform personnel management functions. HR services tend to have a low organizational status and are weak in terms of professionalism. The main task in the management of human resources is the most effective use of the abilities of employees in accordance with the goals of the enterprise and society. At the same time, the preservation of the health of each person must be ensured and relations of constructive cooperation between team members and various social groups must be established.

2 The initial presuppositions

In the article, the following research methods were used to solve the set tasks: theoretical (study and analysis of scientific and psychological and, 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 mathematical (statistical data processing).

3. Methods

Understanding the strategic management of an organization's personnel is impossible without a definition of the term "strategic management of an organization" in general. Moreover, the strategic management of the organization is the initial prerequisite for the strategic management of its personnel. Iasechko, Shelukhin, Maranov (2021).

The term "strategic management" was introduced in the 60-70s of the 20th century to distinguish the current management carried out at the level of business units from management at the top level of management. Iasechko, Iasechko S., Smyrnova (2021). In the process of its development, management as a practical activity in the 80s moved to a new stage, a distinctive feature of which is the shift in the attention of top management towards the external environment, which allows timely and adequate response to the changes taking place in it and provide the organization with an advantage over competitors. Krausert (2014).

The need for strategic management in Ukrainian conditions is explained by the following reasons. First, over the past ten years, the environment in which organizations operate has changed radically. The unstable economic situation of many organizations is due to the lack of deep economic knowledge, managerial skills and experience of working in a competitive environment among the majority of managers, the need to adapt the organization to constantly changing environmental conditions. Secondly, moving away from centralized planning, privatization and the entire course of economic transformations in Ukraine require leaders to be able to foresee, formulate a strategy, determine advantages and competitive advantages, eliminate strategic threats and dangers, i.e. use all the tools of strategic management. Thirdly, the application of the ideas and principles of strategic management, the need for changes in the management system are relevant not only for large companies, which were associated with the emergence of strategic management, but also for medium and even small enterprises. Strategic management is such management of an organization that relies on human potential as the basis of the organization, responds flexibly to challenges from the external environment, makes timely changes in the organization that allow achieving competitive advantages, focusing in its activities on the needs of customers, which together makes it possible organizations to survive in the long term while achieving their goals.

The activity of any organization depends on specific people. People determine the suitability of equipment and technology, set for themselves the scope of functions that must be performed, adapt the structure of the organization to their capabilities. Therefore, people are the central and main element in any management system and in any production system.

The value of the human factor in the organization should be considered in several aspects:

1. Quantitative: direct and indirect costs, including wages, means for personnel training and marketing, workplace layout and its continuous improvement, etc.
2. Qualitative: people's search for a permanent job, raising the professional and cultural level of employees, assessing their career growth opportunities, etc.
3. Strategic: the management's concern for the constant improvement of the qualifications of employees, awareness

of the importance of the human factor as an element of competitiveness.

Until recently, the very concept of "personnel management" was absent in our management practice, although in the management system of each organization there was a subsystem of personnel management and social development of the team (personnel department), but the main part of personnel management work was performed by line managers of divisions.

The basis of the concept of personnel management of the organization today is the personality of the employee, whose role is growing all the time, knowledge of his motivational attitudes, the ability to form and direct them in accordance with the tasks facing the organization.

Today, the transition to the post-industrial and information era, the formation of civil society create prerequisites and at the same time demand an ever greater strengthening of the positions of humanism.

The main resource at the moment is human capital, which belongs not to an authoritarian state and not to the owner of an enterprise or other organization, but to the person himself. A person, his personality, creative potential and abilities form the basis of any activity.

Therefore, humane treatment of all employees of the organization as a whole is now a priority area of work of personnel management services.

The humanization of work requires, first of all, a review of the type of human resources management, the development of its new concept. Currently, the development trend of personnel management is person-oriented (participative) management.

Its main principles are:

1. Management tool — values, interest reflected in a polymorphic system of motivation.
2. Emphasis on strategic management.
3. Predominantly targeted management ("do it your way, but realize the defined goal").
4. Encouraging dissent; creativity and innovation are valued above all.
5. Democracy, collegiality.
6. The leader is an ideologist, consultant, coordinator, but not a commander.
7. Maximum delegation of authority and responsibility.
8. The structure is more network-like than hierarchical.
9. Decentralization and differentiation.
10. Mainly horizontal rather than vertical connections.
11. Personal communication in dialogue mode instead of communication using papers.
12. Narrowing the scope of management control, replacing it with information.
13. Selection of qualified personnel with high values.
14. Dynamics, rapid change in management and motivation methods.

For many years, the human factor in business was assigned a secondary role, subordinated to the company's financial and production tasks. Recently, this attitude has begun to change. An urgent problem of modern management inactivation of human resources for the success of the organization. Among the reasons for such a reorientation are the problems that arose in the developed countries of the world at the end of the 70s in connection with rapid changes in technology, economic and demographic pressure, decrease in productivity, etc. Therefore, an important theoretical and practical problem is the orientation of personnel towards the achievement of the organization's strategic goals. Leading companies have begun to successfully integrate their human resources management into the system of strategic and tactical management. That human resources and strategic planning can be effectively integrated is proven by such corporations as General Electric, Exxon, Chase, and General

Motors. In a number of scientific works it has been proven that a change in strategy often leads to a change in structure. But this analysis gives only a partial picture of the dynamics of any organization. In addition to strategy and structure, the state of business is also determined by the third element — human resources. So, look at the problem has fundamentally changed as a result of a triple evolution: the surrounding economic the environment, the enterprise and the person himself.

Let's consider modern management theories about the role of man in the organization.

1. Classical theories

Postulate theories. The work of most individuals does not bring satisfaction - this is their inherent quality. What they do is less important to them than what they earn. Few such individuals are willing or able to perform work that requires creativity, independence, initiative and self-control.

Tasks of the heads of the organization. The main task of the manager is strict control and monitoring of subordinates. He should make the task easy learnable, simple and repetitive operations, develop simple work procedures and implement them in practice.

Expected results. Individuals can work productively if there is an appropriate salary and if the manager is fair. If the tasks are simplified enough and if the individuals are strictly controlled, they can adhere to fixed production standards.

2. Theories of human relations

Postulate theories. Individuals strive to be useful and meaningful, they feel the desire to be integrated, recognized as individuals.

Tasks of the heads of the organization. The main task of the manager is to make everyone feel useful and needed. He should inform his subordinates about the plans, as well as take into account their suggestions for improving these plans. Head must provide his subordinates with the possibility of certain independence and certain personal self-control for the performance of routine operations.

Expected results. The fact of exchanging information with subordinates and their participation in making routine decisions enables the manager to satisfy the basic needs of individuals for interaction and a sense of self-importance. The fact of satisfying needs raises their spirits and reduces the feeling of resistance to official authority, that is, subordinates willingly communicate with management.

3. Theories of human resources

Postulate theories. The work of most individuals brings satisfaction. Individuals strive to contribute to the realization of goals that they understand, in the development of which they themselves participate. Most individuals are capable of independence, creativity, responsibility, and also to personal self-control at a higher place in the hierarchy than the one they currently occupy.

Tasks of the heads of the organization. The main task of the manager is the better use of human resources. He must create such an environment in which each a person can maximally reveal his abilities, promote the full participation of personnel in solving important problems, constantly expanding the independence of his subordinates.

Expected results. The fact of expanding the influence of independence and self-control of subordinates will lead to a direct increase in production efficiency. As a result, job satisfaction can increase, as subordinates make the most full use of their own human resources.

When transitioning to the market, there is a slow departure from hierarchical management, a rigid system of administrative influence to market relations, property relations based on

economic methods. Therefore, fundamentally new approaches to establishing the priority of values. The main component inside the organization is the employees, and outside it are the consumers of the products. It is necessary to return the worker's consciousness to the consumer, and not to the manager; to profit, not waste; to initiative, not mindless execution. So, hierarchy will fade into the background, giving way to culture and the market.

That is, strategic management is a process that covers the actions of the leaders of the organization to develop, implement and correct the strategy.

The main principles of strategic management are:

long-term prospects being assessed and decisions being made, the direction of managerial influences on changing the potential of the management object (production, services, technology, personnel, etc.) and creating opportunities for more effective implementation of this potential;

priority consideration in the development and adoption of managerial decisions of the state and possible changes in the external environment;

alternative choice of management decisions depending on the state of the internal and external environment of the organization;

implementation of constant monitoring of the state and dynamics of the external environment and the timely introduction of changes in management decisions.

The strategic management process includes 5 interrelated stages. They logically follow one from the other. At the same time, there is a stable feedback and the reverse influence of each stage on all the others.

The analysis of the external and internal environment is usually considered the initial stage of strategic management, since it serves as the basis for determining the mission and goals of the organization, and for developing a strategy of behavior in the surrounding competitive environment that allows you to carry out the mission and achieve goals. Iasechko, Kharlamov, Skrypchuk, Fadyeyeva, Gontarenko, Sviatnaia (2021).

Determination of the mission (purpose) of the organization, strategic goals and objectives for their implementation.

Formulating and choosing a strategy to achieve the intended goals and performance results.

Effective implementation of strategies, implementation of the planned strategic plan.

Evaluation and control over the course of the implemented strategy, adjustment of activities and methods of its implementation.

Strategic personnel management is based on the same principles and foundations as the strategic management of the entire organization as a whole, since it is an integral part of it.

Strategic personnel management is the management of the formation of a competitive labor potential of an organization, taking into account ongoing and upcoming changes in its external and internal environment, which allows the organization to survive, develop and achieve its goals in the long term.

The purpose of strategic personnel management is to ensure a coordinated and adequate state of the external and internal environment, the formation of the labor potential of the organization for the coming long period.

The competitive labor potential of an organization should be understood as the ability of its employees to withstand competition in comparison with employees (and their labor

potential) of similar organizations. Competitiveness is ensured by a high level of professionalism and competence, personal qualities, innovative and motivational potential of employees. Iasechko, Kharlamov, Skrypchuk, Fadyeyeva, Gontarenko, Sviatnaia (2021).

Strategic personnel management allows you to solve the following tasks.

1. Providing the organization with the necessary labor potential in accordance with its strategy.
2. Formation of the internal environment of the organization in such a way that the intra-organizational culture, value orientations, priorities in needs create conditions and stimulate the reproduction and realization of labor potential and strategic management itself.
3. Based on the installations of strategic management and the final products of activity formed by it, it is possible to solve problems related to the functional organizational structures of management, including personnel management. Strategic management methods allow you to develop and maintain the flexibility of organizational structures.
4. The possibility of resolving contradictions in matters of centralization-decentralization of personnel management. One of the foundations of strategic management is the delimitation of powers and tasks both in terms of their strategic nature and the hierarchical level of their execution. The application of the principles of strategic management in personnel management means the concentration of strategic issues in personnel management services and the delegation of part of the operational and tactical powers to the functional and production divisions of the organization.

The subject of strategic personnel management is the personnel management service of the organization and the top line and functional managers involved in the type of activity.

The object of strategic personnel management is the total labor potential of the organization, the dynamics of its development, structures and target relationships, personnel policy, as well as technologies and management methods based on the principles of strategic management, personnel management and strategic personnel management Kushnir I., Kuryliuk Y., Nikiforenko V. et al. (2021).

4 Results and discussion

Regarding the concept of "personnel management", the following definitions are known:

1. Personnel management is an independent field of management, the main goal of which is to increase the production, creative output and activity of personnel; focus on reducing the share and number of production and management employees; development and implementation of personnel placement policy; formation of rules for admission and dismissal of personnel; solving issues related to training and professional development of personnel.
2. Personnel management is a process of planning, training, evaluation and continuous education of personnel, aimed at their rational use, increasing production efficiency and (as a result) improving the quality of life.
3. Personnel management is the process of solving the organization's tasks by hiring, retaining, releasing, improving and properly using human resources.

A person in an organization (production system) performs the role of manager (subject of management) and executor (object of management). Employees of the organization act as an object of management, since they are a productive force, the main components part of any production process. Therefore, planning, formation, distribution, redistribution and rational use of human resources in production forms the basis of personnel

management and from this point of view is considered similar to management of material elements of production. At the same time, the staff is first of all, people who are characterized by a complex set of individual qualities, among which social and psychological ones play the main role. The ability of personnel to simultaneously act as an object and subject of management is the main specific feature of personnel management.

The subject of personnel management is the study of the relations of employees in the production process from the point of view of the most complete and effective use of their potential in the conditions of the functioning of production systems.

The main goal of personnel management is the combination of effective personnel training, professional development and work motivation to develop the abilities of employees and stimulate them to perform higher-level work.

The management of human resources of the enterprise includes a complex of interdependent types of activities:

- 1) determination of the need for workers, engineers, managers of various qualifications, based on the company's strategy;
- 2) labor market analysis and employment management;
- 3) selection and adaptation of personnel;
- 4) career planning of company employees, their professional and administrative growth;
- 5) provision of rational working conditions, including a favorable social and psychological atmosphere for each person;
- 6) organization of production processes, analysis of labor costs and results. Establishing optimal ratios between the number of equipment units and the number of personnel of different groups;
- 7) labor productivity management;
- 8) development of motivation systems for effective activity;
- 9) justification of the income structure, the degree of their differentiation. Designing payment systems;
- 10) organization of inventive activity;
- 11) participation in tariff negotiations between representatives of employers and employees;
- 12) development and implementation of the company's social policy;
- 13) prevention and elimination of conflicts.

The scope of work for each of these functions depends on the size of the enterprise, the characteristics of the products produced, the situation on the labor market, the qualifications of the personnel, the degree of automation of production, and the social and psychological situation at the enterprise and beyond.

In the industry of Ukraine, more than half of the employees of personnel management services are engaged in rationing and payment of labor. In the human resource management systems of the United States, most employees are engaged in the selection, adaptation, and evaluation of personnel. Krausert (2014). Competence should be distinguished from competence, which is a characteristic of a position and is a set of powers (rights and obligations) that a certain body and officials have or should have in accordance with laws, regulations, charters, regulations.

In the conditions of strategic management, the role of the personnel management service in the constant increase of the competence of employees is significantly increasing. However, the technologies of strategic personnel management are not yet sufficiently developed, which is one of the reasons for the problems of the personnel management system.

The human resources of organizations, unlike other types of resources (material, financial, informational), have a long-term nature of use and the possibility of transformations in the process of managing them. They are subject to some form of wear and tear, so they need to be restored and reproduced.

The inefficiency of applying the principles of operational-tactical management in personnel management within the framework of

the strategic management of an organization is precisely due to the fact that it does not take into account the above features and characteristics of personnel as an object of strategic management.

The use of personnel as a resource is characterized by the fact that its reproduction is carried out after a certain period of its activity, determined by "wear and tear"; its acquisition and maintenance in working order require large capital investments. It follows from this that the use and reproduction of personnel is of an investment nature, since personnel is an object of capital investment. But the investment of funds can be made only from the standpoint of strategic expediency.

In strategic personnel management, the "substantial" characteristics of personnel (knowledge, skills, abilities, social status, norms of behavior and values, professional qualification, hierarchical and demographic structures) are considered as an object of management. These characteristics, of which he is the bearer, express the potential of the organization's personnel from the point of view of the long term. In addition, the technology of personnel management (technologies for the realization of labor potential, reproduction and development of personnel) is also an object of strategic management. Together, they form the labor potential of the organization.

The application of strategic management methods is becoming a real practice in managing the labor potential of enterprises. Examples are companies such as IBM, Toyota, which use strategic workforce planning methods based on a well-thought-out, market-based strategy.

The management of personnel services becomes a full member of the general management of enterprises and participates in the development of corporate strategies. A special place is given to the assessment and formation of personnel potential, its professional growth and development, and increasing creative and organizational activity.

Assessing the activities of organizations that have the opportunity to use advanced methods of personnel management, we can distinguish three established types of organizations.

1st type. Comprehensively deal with issues of strategic planning and apply elements of strategic personnel management. This is a small part of widely diversified financial and industrial associations and enterprises with great financial and organizational capabilities, a developed regional network.

2nd type. Use methods of strategic personnel planning. These are organizations with a stable financial position, stable technologies and a diversified product. They can be quite compact in size and have an average number of staff.

3rd type. Delegate functional tasks of a strategic nature to the personnel management service. Develop strategies for staff development and focus on them in their activities. These include medium and large enterprises of various organizational forms, regional branching, diversification of technologies and products.

Strategic personnel management can proceed effectively only within the framework of the strategic personnel management system. It means an ordered and purposeful set of interrelated and interdependent subjects, objects and means of strategic personnel management, interacting in the process of implementing the "strategic personnel management" function. The main working tool of such a system is the personnel management strategy.

Thus, the strategic personnel management system ensures the creation of structures, information channels, and most importantly, the formation of a personnel management strategy, its implementation and control over this process.

From the definition of strategic personnel management it follows that it is aimed at creating a competitive labor potential of the

organization in order to implement the personnel management strategy. Based on this, all the functions of the personnel management system can be grouped into the following three areas: providing the organization with labor potential; development of labor potential; realization of labor potential.

Strategic personnel management is dual in nature. On the one hand, it is one of the functional areas within the strategic management of an organization (along with marketing, investment, etc.), on the other hand, it is implemented through specific personnel management functions aimed at implementing the personnel management strategy, and from this point of view it is functional subsystem of the personnel management system. Organizationally, the system of strategic personnel management is built on the basis of the existing organizational structure of the personnel management system. There are three main options for the organizational design of the system:

1. Complete isolation of the system into an independent structure (but at the same time there is a danger of separation from the operational practice of implementing the strategy).
2. Separation of the strategic management body into an independent structural unit (strategic management department) and the formation of strategic working groups based on the divisions of the personnel management system.
3. Formation of a system of strategic management of personnel without separation into structural units (but at the same time, issues of strategic management are given a secondary role).

The most effective option is to create a "headquarters" strategic department within the framework of the personnel management system and coordinate the activities of other departments on strategic planning issues, when part of the personnel of already existing divisions of this system is assigned responsibilities for the "strategic personnel management" function.

The implementation of the personnel management strategy is an important stage in the strategic management process. For its successful course, the leadership of the organization must follow the following rules:

goals, strategies, tasks for personnel management should be carefully and timely communicated to all employees of the organization in order to achieve on their part not only an understanding of what the organization and the personnel management service are doing, but also informal involvement in the process of implementing strategies, in particular development of employees' obligations to the organization for the implementation of the strategy.

The general management of the organization and the heads of the personnel management service must not only ensure the timely receipt of all the resources necessary for the implementation (material, office equipment, equipment, financial, etc.), but also to have a strategy implementation plan in the form of targets for the state and development of labor potential and record the achievement of each goal.

The purpose of the strategy implementation process is to ensure the coordinated development and implementation of strategic plans for the structural units of the organization as a whole and the personnel management system.

During the implementation of the strategy, 3 tasks are solved: First, the priority among administrative tasks (general management tasks) is established so that their relative importance corresponds to the personnel management strategy that the organization and the strategic personnel management system will implement.

Secondly, a correspondence is established between the chosen personnel management strategy and internal organizational processes, processes within the personnel management system

itself. To ensure that the activities of the organization are focused on the implementation of the chosen strategy.

Thirdly, it is the choice of the style of management of the organization as a whole and in individual units that is necessary and appropriate for the personnel management strategy.

The tools for implementing the personnel management strategy are personnel planning, personnel development plans, incl. his training and career advancement, solving social problems, motivation and remuneration.

The management of the implementation of the personnel management strategy is assigned to the deputy head of the organization for personnel. But he must rely on the active support of middle managers.

The implementation of the personnel management strategy includes two stages: implementation of the strategy and strategic control over its implementation and coordination of all actions based on the results of control.

The implementation stage includes:

development of a plan for the implementation of a personnel management strategy;
development of strategic plans for the divisions of the personnel management system as a whole;
activation of start-up activities for the implementation of the strategy.

The purpose of the strategic control stage is to determine the compliance or difference between the implemented personnel management strategy and the state of the external and internal environment; outline the directions of changes in strategic planning, the choice of alternative strategies.

In management practice, there are four types of personnel policy in crisis conditions:

1. Passive — the management of the enterprise does not have a clearly defined action program for the personnel, and in the conditions of a crisis at the enterprise, personnel work is reduced to eliminating the negative consequences of the crisis.

The personnel service does not have a forecast of personnel needs and does not have personnel evaluation tools. In the plan of financial recovery, personnel problems are usually reflected in the information certificate about personnel, without a corresponding analysis of personnel problems and their causes.

2. Reactive - the management of the enterprise monitors the symptoms of a crisis situation (the emergence of conflict situations, the lack of a sufficiently qualified workforce to solve tasks and motivation for high-performance work) and takes measures to localize the crisis. Human resources services of enterprises have diagnostic tools. In terms of financial recovery, as a rule, personnel problems at the moment are highlighted and considered specifically, possible ways of their solution are planned.

3. Preventive – the management of the enterprise has reasonable forecasts of the development of the situation, but has no means of influencing it. The personnel service of the enterprise possesses not only means of personnel diagnostics, but also methods of forecasting the personnel situation medium term period. The financial recovery plan includes short- and medium-term forecasts of the need for personnel.

4. Active (rational) — the management of the enterprise has a qualitative diagnosis, as well as a reasonable forecast of the development of the situation and means of influencing it. The personnel service of the enterprise has means of forecasting the personnel situation on the average and long-term periods. In terms of financial recovery, there are short-, medium- and long-term forecasts of personnel needs. In addition, an integral part of

the plan is a personnel work program with options for its implementation.

The technology (modern strategy) of human resources management gives a synergistic effect if the following conditions are observed (at least) in the corporation:

- a relatively well-developed system of adaptation to the external and internal labor market (individual career planning, training and retraining of personnel, incentives professional growth and personnel rotation);
- there are flexible work organization systems (quality circles, autonomous work groups);
- payment systems are used, built on the principles of comprehensive consideration of personal contribution (including by employees themselves) and (or) the level of professional competence (knowledge, skills, skills actually acquired by employees);
- a high level of participation of individual employees and work groups in the development and adoption of management decisions related to their daily work is supported;
- the practice of delegating powers to subordinates is used;
- an extensive system of organizational communication functions, which provides bilateral and multilateral vertical, horizontal and diagonal connections in the organization.

5 Conclusion

Modern concept of human resource management we provide not only hiring and the ability to retain qualified employees, but also improving the professional training of employees who effectively implement the goals of the enterprise. Human resource is no longer considered as an item of expenditure — it is instead associated with a source of income. Application is also a key feature of this concept group methods of work organization, formation of favorable climate for delegation of competences and distance; focus on the development of a holistic corporate culture; integration of personnel managers and line managers. A characteristic feature of the development of the personnel management system at this stage is the use by the management of the organization of a complex of innovative technologies in the management of human resources. The positive experience of implementing innovative technologies also testifies to the expediency of using such technologies as recruiting, coaching, gamification, the use of emotional intelligence development programs, talent management, knowledge management, and personalization in domestic management, which make it possible to increase the efficiency of the enterprise's functioning thanks to the increase in competence and dedication of employees. In conclusion, the following conclusions can be drawn:

Strategic personnel management is the management of the formation of a competitive labor potential of an organization, taking into account ongoing and upcoming changes in its external and internal environment, which allows the organization to survive, develop and achieve its goals in the long term.

The purpose of strategic personnel management in an organization is to ensure a coordinated and adequate state of the external and internal environment, the formation of the organization's labor potential for a long period.

The subject of strategic personnel management is the personnel management service of the organization and the top line and functional managers involved in the type of activity, the object of strategic personnel management is the total labor potential of the organization, the dynamics of its development, structures and target relationships, personnel policy, as well as technologies and management methods based on the principles of strategic personnel management.

Strategic personnel management of an organization is based on the strategic management of the entire organization, in addition, there is an inverse relationship.

In Ukrainian organizations, strategic personnel management technologies have not yet been sufficiently developed, which is one of the reasons for the problems of the personnel management system.

In Ukrainian science, there is also little information, research, literature on the issues of strategic management of the organization's personnel.

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Primary Paper Section: A

Secondary Paper Section: AE