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PERSONNEL POLICY AND KEY SECTORS OF PLANNING IN MANAGEMENT

Abstract. Purpose. The purpose of the article is to characterise personnel policy and the key sectors of planning in management. **Results.** The article reveals that the staff of the organisation is not stable, it is in constant motion, due to the hiring of someone and dismissal of others. The number of hires and dismissals for the relevant period is employee or staff turnover, which is divided into necessary and unnecessary. The first rate consists of employees who leave for objective reasons, i.e. those that do not depend on the organisation: organisational (staff reductions) and personal (retirement). The second rate includes employees who are dismissed of their own choice or for various violations. One of the most common characteristics of the personnel movement is its turnover, i.e. voluntary official leaving by an employee of the place of work (organisation, institution, etc.) on the basis of a decision made due to unfavourable socio-economic factors or dismissal for violation of labour discipline. Voluntary resignation of employees due to their dissatisfaction with the workplace (conditions, work, everyday life, etc.) is considered as “active turnover”. Conversely, the rate of dismissal of employees due to dissatisfaction of the organisation with a particular employee characterises “passive turnover”. **Conclusions.** It is concluded that when developing the personnel concept of the organisation it is necessary to determine in the proportion of applying this or that personnel policy. The decisive factor that ensures the success or failure of the implementation of the personnel concept is the concept of staff incentives. The experience of different organisations enables to propose the development of special systems of staff payments, their participation in the distribution of profits of the organisation, flexible working hours, etc. Incentive methods can be both material and moral. Differentiation means an individual approach to stimulating different groups of personnel. Flexibility and promptness of this process requires constant review of incentives depending on changes in the organisation and society. The main principles governing the concept of incentives are: accessibility, correspondence to the performance, combination of material and moral methods.

Key words: staff, personnel, organisation, effective use, professional and social development.

1. Introduction

The word “cadre” comes from the French *cadre* (“framed painting, square”), which comes from the Latin “quadrangle”. In this way, an official list of employees of state institutions was formed. At first, such lists were called “cadres”, and later – employees who were included in them (Alekseev, 1999, p. 94).

The planning function involves decisions about the goals of the organisation and the activities of its members to achieve those goals.

Strategic planning is a set of managerial actions and decisions aimed at developing spe-

cific strategies to help the organisation achieve its goals.

The strategic planning process is a tool that helps in making managerial decisions. Its task is to ensure innovation and change in the organisation at a sufficient level.

A strategy is a detailed comprehensive integrated plan designed to ensure that the organisation’s mission and goals are achieved.

The strategic plan should be developed from the perspective of the entire organisation, not a specific individual. And it should be based on comprehensive research and evidence. To com-

pete effectively in the business world, a firm should constantly collect and analyse a large amount of information about the industry, competition and other factors.

The strategic plan gives the organisation a certainty, an identity, which allows it to attract the necessary employees, as well as opens prospects for development.

Finally, strategic plans should be flexible enough to allow for modification and reorientation if necessary.

2. Planning and success of the organisation

Some organisations can achieve a certain level of success without investing much effort in formal planning. Moreover, strategic planning does not guarantee success. An organisation that designs strategic plans may fail due to errors in organisation, motivation and control.

However, formal planning can create a number of important and very significant enabling factors for the organisation.

The current pace of change and increase in knowledge is so rapid that strategic planning is the only way to formally anticipate future needs and opportunities. Strategic planning provides a basis for decision making. Formal planning helps reduce risk in decision making. Planning, because it should serve to formulate goals, helps define a unified purpose in the organisation.

In science and in practice, along with the concept of “cadre”, which has already been established, the concepts of “human resources” and “personnel” have become widely used. This is largely a reflection of the trends that have emerged in foreign management theory and practice. In the USA and many Western European countries, the term “cadre” was initially replaced by “personnel”, and in the 70s of the twentieth century the term “human resources” came for a long-time use, reflecting the economic feasibility of investing in a person, the development of skills and abilities. A theoretical justification of new forms of work with personnel was developed, which was called the “concept of human resources”. Theorists of this concept tried to emphasise the importance of personnel in modern management and find more effective ways to use it.

Let us consider the concepts of “personnel” and “cadre”. Are these concepts fundamentally different or identical? In the legal encyclopaedia, the concept of “cadre” is defined as the main staff of the organisation.

This definition correlates with the description of this concept on the pages of the encyclopaedic dictionary *Management, Informatics*: cadre is the main (regular) staff of employees of an institution, professional or public organisations of a particular industry. Based on

the above definitions, the difference between the concepts of “personnel” and “cadre” is in their linguistic origin, in their content these concepts are identical.

In recent years, the concept of “personnel” has become widely used, which has already been reflected in the activities of most organisations. The personnel (staff) in a broad sense includes persons who work on a permanent or temporary basis and perform certain labour functions in bodies, institutions and organisations on paid terms.

In modern management practice, the use of the concept of “personnel” (from Latin *persona* – “person” or *personalis* – “personal”) means a transition to fundamentally new positions in the field of activity of organisations. The use of this concept reflects a real increase in the role of the human factor in ensuring the effective functioning of employees, the growing dependence of the performance on the quality of development, motivation.

The personnel are classified following a range of grounds:

- 1) by professional affiliation (lawyers, economists, psychologists, teachers, doctors, etc.);
- 2) by objective characteristics of a person (status, age, education, work experience, etc.);
- 3) by official position (head, manager, staff, etc.);
- 4) by legal status in the management system (officials, employees, etc.);
- 5) by functional role in the management system, i.e. participation in the development, adoption and organisation of managerial decisions (managers, specialists and support staff) (Bandurka, 2001, p. 56).

The number of personnel is determined by factors such as the scale of activity, its features, complexity, importance of tasks, etc.

3. Characteristics of personnel movement

The staff of the organisation is not stable, it is in constant motion, due to the hiring of someone and dismissal of others. The number of hires and dismissals for the relevant period is employee or staff turnover, which is divided into necessary and unnecessary. The first rate consists of employees who leave for objective reasons, i.e. those that do not depend on the organisation: organisational (staff reductions) and personal (retirement). The second rate includes employees who are dismissed of their own choice or for various violations.

One of the most common characteristics of the personnel movement is its turnover, i.e. voluntary official leaving by an employee of the place of work (organisation, institution, etc.) on the basis of a decision made due to unfavourable socio-economic factors or dismissal for violation of labour discipline. Voluntary resig-

nation of employees due to their dissatisfaction with the workplace (conditions, work, everyday life, etc.) is considered as “active turnover”. Conversely, the rate of dismissal of employees due to dissatisfaction of the organisation with a particular employee characterises “passive turnover”.

The staff of the organisation is characterised not only by quantitative indicators, but also by a number of qualitative indicators: age, gender, education, profession, specialty and others. The ratio between separate groups of employees, formed on different grounds, creates the structure of the organisation's personnel. On the pages of various literary sources this structure is called personnel or social. There are statistical and analytical personnel structures.

The statistical structure reflects the distribution and movement of personnel by categories of positions: managers, heads, employees, etc.

The analytical structure provides for the characterisation of employees by characteristics such as: age, gender, education, length of service, profession.

Staffing of any organisation is carried out by recruiting specialists, that is, persons who have mastered the basics of professions that are required by a particular organisation. Therefore, from the practical point of view, it is important to characterise the personnel structure by elements such as profession, specialty, position, qualification level, etc. Each profession always implies a number of relatively separate functions associated with the performance of a specific, narrower range of duties. These functions and duties are the basis of division into specialties. Each profession includes a number of specialties.

Personnel management of the organisation is a purposeful activity of managers and leading personnel of different levels, which includes the development of the concept and strategy of personnel policy, principles and methods of personnel management. It consists in planning of staffing, search and selection of personnel, determination of personnel potential and needs of the organisation in personnel, accounting and rationing of the number of personnel, its development.

The purpose of personnel management is to provide personnel, to organise their effective use, professional and social development, to achieve a rational degree of personnel mobility, to create optimal conditions for their self-realisation during their work.

Personnel policy is a system of basic goals, principles, forms, methods, tasks, methods of staffing the organisation with personnel who have the necessary business, moral and profes-

sional qualities. It is based on the principles of scientific validity of the need for employees of a particular qualification, thorough selection and study of employees for their business and moral qualities, a combination of trust and respect for employees with fundamental requirements to them, timely renewal of personnel, legal and social protection of employees.

The concept of personnel management implies a set of techniques, means, forms and methods of influence on personnel in the process of its recruitment, use, development and dismissal in order to obtain the best results of labour activity is united by technology (Aleksiev, Zhigalov, 1994, p. 98).

Personnel management technologies are regulated by specially developed documents: regulations, instructions, guidelines, norms, job descriptions, etc. that are developed and implemented within each organisation.

Life requires the implementation of personnel policy in accordance with the needs of the organisation, its main goals.

The general trend in personnel policy of Ukraine is to increase the share of highly qualified personnel in the staff of the organisation.

The peculiarity of the new personnel policy is the study and adoption of the experience of leading countries, law schools and management schools.

There is a regional study of the experience of countries depending on where the trained personnel will work. For example, in Siberia and the Far East, Russia applies the experience of Japan, China, South Korea, America; in the European part – of Germany, France, America. As for Ukraine, the experience of Germany and America is spreading here. Nonetheless, as practice shows, such implementation of experience in most organisations is not effective. In our opinion, we can make personnel and managerial breakthroughs by applying the best that has been developed by mankind, adapting it to the Ukrainian conditions and mentality of the nation, while developing such methods of training and management that could be further used (Bitiak, Bogutckii, Garashchuk, 2003, p. 64).

What trends should the personnel policy of the organisation follow at the present stage in Ukraine?

4. HR planning and recruitment

Based on the concept of personnel policy, its main trends at the present stage are:

human resource planning. Human resource is a category that is neither replenished nor revived. It requires capital investment;

recruitment, personnel selection in accordance with the goals of the organisation,

career guidance, adaptation to the conditions of the organisation.

The content of new methods of personnel selection is diverse.

In most countries of the world, when selecting personnel, candidates are tested for potential abilities, volitional qualities, professionalism.

It should be noted that the country has a rather large leading personnel apparatus – up to 15% (in the USA this rate is higher than 17%), but the efficiency of management is much higher than in any Western country. Such number of managers causes their constant attestation. On its basis, job descriptions are revised (Afanasev, 1977, p. 142).

As an example, we present the job description of the HR manager, which can be found in textbooks of Western countries:

I. General provisions

Manage the staffing. Plan and implement plans of personnel policy (recruitment, testing, study, selection of personnel), inform the staff.

II. Examples of works to be performed

Plan and ensure a uniform workload of staff. Inform the staff, using various methods of communication. Interview new employees, study graduates of educational institutions. Hold meetings with managers on personnel issues. Establish a rating system for employees of the organisation and train managers of the organisation on methods of personnel assessment. Keep personal files of the staff.

III. Education

Bachelor's degree or equivalent in human resources or related field Familiarity with the principles and methods of management.

The security of the organisation is one of the new trends in the personnel strategy. The formation of relations, the aggravation of the economic situation contributed to the development of crime. In this context, the way out for organisations is to create a security service.

Such services, including private ones, are beneficial to the state due to a unified system to combat crime, and much less money to invest in law enforcement,

For example, in the USA in 1998, 675 thousand people worked in the police, while 1.2 million were employed in private agencies.

Among the functions of the security service are:

Collect data on potential employees of the organisation.

Protect premises.

Patrol the territory of the organisation and adjacent territories.

Ensure personal safety of the organisation's managers and staff.

Collect confidential information for business meetings and conversations.

Combat data leakage.

Collect confidential information regarding unreliable partners.

Investigate and prevent violations on the territory of the organisation.

The basis for the development of the concept of management in the organisation is its goals and scope of economic activity. The effectiveness of the organisation, regardless of the area of its activities, is the ability to coordinate and organise the activities of personnel to achieve the goals of the organisation.

A difficult problem for the organisation is the creation of internal training and retraining centres.

Some organisations have established "Business Schools" operating on a commercial basis. This facilitates the organisation's activities in the implementation of personnel policy and increases motivation, reduces staff turnover, facilitates planning for the use of human potential. Management practice confirms that an employee should not work in one place all his or her life.

Personnel policy of any organisation can be divided into active and compensatory. Active policy is selection and recruitment of personnel directly from educational institutions. It requires significant investments for further training of qualified personnel.

The content of compensatory personnel policy is that the organisation hires personnel according to the required specialties and qualifications. This requires significantly less costs. In addition, this policy can be applied to provide staff with a non-permanent term of employment.

5. Conclusions

When developing the personnel concept of the organisation it is necessary to determine in the proportion of applying this or that personnel policy.

The decisive factor that ensures the success or failure of the implementation of the personnel concept is the concept of staff incentives. The experience of different organisations enables to propose the development of special systems of staff payments, their participation in the distribution of profits of the organisation, flexible working hours, etc.

Incentive methods can be both material and moral. Differentiation means an individual approach to stimulating different groups of personnel. Flexibility and promptness of this process requires constant review of incentives depending on changes in the organisation and society.

The main principles governing the concept of incentives are: accessibility, correspondence to the performance, combination of material and moral methods.

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КАДРОВА ПОЛІТИКА ТА ОСНОВНІ СФЕРИ ПЛАНУВАННЯ У МЕНЕДЖМЕНТІ

Анотація. Мета. Метою статті є характеристика кадрової політики та основні сфери планування у менеджменту. **Результати.** В статті з'ясовано, що персонал організації не є сталим, він знаходиться у постійному русі внаслідок прийому на роботу одних та звільнення інших. Кількість прийнятих і звільнених за відповідний період складає плинність кадрів або персоналу, який поділяється на потрібний та зайвий. Перший складають працівники, що вибули за об'єктивних причин, тобто таких, що не залежать від організації: організаційні (скорочення штатів) та особисті (вихід на пенсію). Другий показник включає працівників, які звільнені за власним бажанням або за різного роду порушення. Однією з найбільш поширених характеристик руху персоналу є його плинність, тобто добровільне офіційне залишення працівником місця роботи (організації, установи тощо) на основі прийнятого рішення, що було викликане несприятливими соціально-економічними факторами, або звільнення за порушення трудової дисципліни. Звільнення працівників за власним бажанням, що зумовлене їх незадоволеністю робочим місцем (умовами, праці, побуту тощо), складають в активну плинність». І, навпаки, показники звільнення працівників у зв'язку із незадоволеністю організацією конкретним працівником характеризують «пасивну плинність». **Висновки.** Зроблено висновок, що при розробці кадрової концепції організації необхідно визначитися, в якій пропорції застосовувати ту чи іншу кадрову політику. Вирішальним фактором, який забезпечує успіх чи невдачу впровадження кадрової концепції, є концепція стимулювання праці персоналу. Використовуючи досвід роботи різних організацій, можна запропонувати розробку спеціальних систем виплат персоналу, участь їх у розподілі прибутків організації, гнучкий режим праці тощо. Методи стимулювання можуть бути як матеріальні, так і нематеріальні. Диференційованість означає індивідуальний підхід до стимулювання різних груп персоналу. Гнучкість та оперативність цього процесу потребує постійного перегляду стимулів залежно від змін в організації та суспільстві. Основні принципи, на яких повинна базуватися концепція стимулювання: доступність, відповідність результатам праці, поєднання матеріальних та моральних методів.

Ключові слова: персонал, кадри, організація, ефективне використання, професійний та соціальний розвиток, персонал.

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