

**Svitlana Bessonova**, Professor, PhD in Economics (Candidate of Economic Sciences)  
SHEI «Priazovskiy State Technical University», Mariupol, Ukraine

### **The Development of Regional Entrepreneurship Using World Experience in a Military Conflict**

This article explores current state Regional business and highlights the problematic aspects internally displaced persons those arising in terms of military conflict. The loss of resources and assets in the occupied territories affected not only large companies but also small businesses, medium businesses and households. Therefore, the actual problem is the creation of conditions for development of small and medium business, fighting unemployment, reducing the flow of emigration of the population.

Current state Regional business located in instability. Therefore, implicated a number of reasons such as the unstable economic situation, changes in legislation, leaving young people abroad, low wages and problematic aspects internally displaced persons those arising in terms of military conflict.

Analysis of business in European countries adopting promotes demand for domestic entrepreneurs. Important at local and regional levels to create conditions to overcome unemployment, reduce the flow of migration from Ukraine, created jobs, especially among internally displaced persons, creating a competitive environment and develop optimal forms of interaction and cooperation of large and small businesses in the region. A negative fact considers the introduction of mandatory early next year application almost all subjects of entrepreneurial activity settlement registrar, which will have a negative impact on the activities of many businesses. This eliminates much simplified system management, increasing the volume of reporting complicates the work of entrepreneur education which does not meet modern requirements,

Demand is positive cooperation between the university and the city council as part of the implementation of the Association Agreement between Ukraine and the EU. Amendments to the legislation must not hinder but facilitate the promotion of small business development and promoting medium owner class owners and entrepreneurs.

**entrepreneurship, activity of economic entities, unemployment rate, small and medium-sized enterprises**

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**Mariia Buhaieva**, PhD in Economics (Candidate of Economic Sciences)

**LiadovskaTetiana**

*Central Ukrainian National Technical University, Kropyvnytskyi, Ukraine*

### **The Concept of Improvement of Human Resources Policy in Cooperation With the Enterprise Strategy in the Context of European Integration Processes**

The content and consistency of the improvement of the human resources policy in cooperation with the enterprise strategy in the context of European integration processes were proposed. The strategic goals for improving the human resources policy in cooperation with the enterprise strategy were identified. The principles that should be put into practice for implementation of each of the components of the human resources policy in cooperation with the enterprise strategy were considered. The concept of improving the human resources policy in relation to the enterprise strategy was proposed and the stages of its improvement in enterprise strategy were outlined.

**human resources policy, enterprise strategy, European integration processes**

**М.В. Бугаева**, канд. экон. наук

**Т.В. Лядовская**

*Центральноукраїнський національний технічний університет, г. Кропивницький, Україна*

**Концепция усовершенствования кадровой политики во взаимодействии с стратегией предприятия в условиях евроинтеграционных процессов**

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Представлены содержание и последовательность совершенствования кадровой политики во взаимодействии со стратегией предприятия в условиях интеграционных процессов. Определены стратегические цели совершенствования кадровой политики во взаимодействии со стратегией предприятия. Рассмотрены принципы, которые следует применить на практике для реализации каждой из составляющих кадровой политики во взаимодействии со стратегией предприятия. Предложена концепция совершенствования кадровой политики в отношении стратегии предприятия и намечены этапы ее совершенствования в стратегии деятельности предприятия.

**кадровая политика, стратегия предприятия, процессы европейской интеграции**

**Statement of the problem.** For the functioning of enterprises of different industries and areas of activity, the problem of creating an effective human resources policy in the conditions of competitive relations and European integration processes of Ukraine, is especially important. It is caused by the changing role and importance of labor resources, their gradual integration into the world community, the nature of their attitude to work and the conditions of workforce sale, as well as the zoom of labor migration.

The main objective of an effective human resources policy is to ensure the optimal balance of the processes of restoration and preservation of the numerical and qualitative composition of personnel in its development in accordance with the needs of the enterprise, the requirements of the current legislation and the state of the modern labor market in the context of rapid European integration in the changing socio-economic situation and exacerbation of competitiveness issues.

Therefore, one of the most important factors of efficiency and competitiveness of the enterprise in the context of European integration of the Ukrainian economy is the ensuring high quality of human resources.

At the same time, the practice of work of the Ukrainian personnel services has shown that they do not pay enough attention to the study and implementation of progressive experience in the implementation of areas of improvement of human resources policy in the context of European integration processes.

Therefore, there is a need to create the mechanisms for improving human resources policy at the level of individual enterprises and at the state level. Thus, the creation and effective implementation of these mechanisms will become the principal factor for achieving business success and superiority in the competitiveness of national enterprises in the context of European integration processes.

**Analysis of recent researches and publications.** Many scientific works of domestic scientists are devoted to the research of the problem of human resources policy as a complex social phenomenon (Balabanova L.V. [1], Bohynia D.P. [2], Hrishnova O.A. [2], Kolot A.M. [3], Onykienko V.V. [7], Saienko M. [9] and others). However, in the conditions of modern dynamic transformations of the Ukrainian economy in the European integration processes, the new features and conceptual directions of improvement of human resources policy begin to appear in cooperation with the enterprise strategy in the context of European integration processes and these processes are requiring for deep study. In particular, the issues of forming and implementing the mechanism of improving of human resource policy at the micro level are unexplored for or the purpose of economic development of enterprises and the state as a whole in the context of European integration processes.

**Statement of the objective.** The purpose of the article is to develop the concept of improvement of the human resources policy of the enterprise in cooperation with the enterprise strategy in the context of European integration processes in Ukraine.

**The main material.** The solution of high-quality staffing of socio-political and socio-economic spheres of life activity in Ukraine becomes one of the priority tasks in the conditions of market transformation and entry of the Ukrainian economy into the open

European space. The human resources policy has the important value for the enterprises of different industries and forms of ownership. The modern enterprise cannot be competitive and achieves strategic goals in the context of European integration processes without professionally trained, rationally placed and effectively managed employees.

In the current conditions of development of the national economy of Ukraine in the context of European integration processes, in the state personnel policy, it is urgent to solve such priority tasks as:

1) in the direction of training:

- forecasting the need for training of skilled workers and specialists with higher education in all spheres of the Ukrainian economy;
- forming and providing the implementation of the state contract for the training of skilled workers and specialists with higher education in accordance with the state-determined socio-economic development priorities;
- developing a national system for assessing the quality of education; - optimization of state standards of higher education;
- creation of a modern methodology for developing state standards of vocational education;
- development of state standards for new working professions, updating of existing state standards;
- raising the prestige of working professions;
- reforming the system of vocational, higher and postgraduate education in order to ensure quality education;
- establishment of interaction between the state and business entities to create a modern system of training skilled workers, engineering and service workers;
- elaboration of the mechanism of the state guarantee of employment and career growth after graduation;
- improving the legislation to simplify the conditions and procedures for licensing educational services to ensure prompt response of educational institutions to the needs of the labor market;

2) in the direction of advanced training and retraining:

- reforming the system of professional development and retraining of personnel on the basis of modernization of forms and methods of training taking into account the specifics of the branch or sphere of management;
- reorientation of the system of advanced training to the providing of specialized knowledge, the formation of skills necessary for the performance of work in a particular profession, position;
- formation of the harmonized system of evaluation of the acquired knowledge, skills and competences based on the results of training, retraining and advanced training in accordance with the requirements necessary for the performance of work in a particular profession, position, as well as the formation of the system of evaluation during the selection of specialists;

- introduction of a system of continuous professional training of personnel;

3) in the direction of state regulation of professional activity:

- detinization of the labor market;
- review of qualification characteristics in terms of defining the knowledge, skills, values and personal qualities of employees that are necessary for the tasks in the respective position;

- supporting the career advancement of employees to ensure that their level of personal development is constantly studied in order to prepare proposals for career development opportunities and additional training;
  - creating the mechanism for professional adaptation of newly recruited workers in the workplace by implementing a mentoring system;
  - introduction of periodic evaluation of the results of the professional activity of employees;
  - improving the mechanism of competitive selection for positions;
  - improvement of the remuneration system taking into account the content and volume of work performed, its complexity, level of responsibility and personal contribution of the employee to the overall results of work;
  - creation of the unified system for evaluating and stimulating the work of civil servants and officials of local self-government;
  - overcoming the existing imbalance in the remuneration of workers of higher and lower categories;
- 4) in the direction of social protection of workers:
- creation of an effective, realistically operating system of social protection of the population against social risks and threats;
  - ensuring the growth of real wages, adherence to state guarantees of wages, preventing the setting of wages for employees below the subsistence minimum;
  - overcoming negative trends in arrears of wages;
  - reforming the social insurance system;
  - development of social protection measures, in particular, to ensure employment of persons of pre-retirement age;
  - developing an effective preferential lending mechanism for home purchase;
  - creating conditions for the development of social infrastructure at enterprises, institutions, organizations of all forms of ownership;
  - guaranteeing safe working conditions in the production and non-production areas;
  - gender equality;
  - creating the right conditions for women to combine professional and family responsibilities;
- 5) in the direction of ensuring employment of the population:
- guaranteed providing of youth with the first work place;
  - formation of the population's ability for labor mobility, acquiring new knowledge, skills and skills in accordance with the requirements of innovative tendencies of economic development;
  - efficient use of labor resources in the regions;
  - introduction of the mechanisms of efficient redistribution of labor force between labor-deprived and disadvantaged regions;
  - improvement of the existing system of public employment service taking into account the best world experience of labor exchanges and employment centers;
  - prevention of illegal employment of the population, reduction of migration flows abroad;
  - development of mechanisms for social adaptation of persons who have served their sentence in the form of restriction of liberty or imprisonment for a certain term, by involving them in socially useful work within one month from the day of release;
  - dissemination of the practice of holding regional job fairs;
- 6) in the direction of personnel services modernization:
- reorganization of personnel services;

- the assignment to the services of personnel of functions for the selection, recruitment, improvement of their skills and career;
- developing the system of measures for analytical and information technology support of personnel management processes;
- introduction of e-government technologies;
- improvement of the system of professional training of personnel management specialists.

In the general sense, human resource policy is a system of rules and norms, aspirations and restrictions in the relationship of staff and the enterprise, which are followed by employees in the internal and external environment.

There are many different points of view regarding the definition of "human resources policy". For example, Krushelnytska O.V. and Melnychuk D.P. aver that: "Human resources policy is a set of principles, methods, forms of organizational mechanism for the formation, reproduction, development and use of staff, creating optimal working conditions, motivation and stimulation" [4]. Maslov E.V. defines this concept as "the main area of work with personnel, a set of principles implemented by the personnel service of the enterprise" [5].

According to Sahakyan A.K., "... human resources policy is a system of goals, principles and forms, methods and criteria for working with personnel, and this provision applies to the entire staff, to the entire staff of employees, which is managed" [8].

In our opinion, taking into account the existing views in the scientific literature, human resources policy is the set of principles, methods, and forms of organizational mechanism for the formation, reproduction, development and use of personnel, creation of optimal working conditions, its motivation and stimulation.

According to European experts human resources policy at the enterprise of the future should be based on the following principles [6]: (1) full trust to the employee and giving him maximum independence; (2) not the finances, but the person and his initiative must be at the center of economic management; (3) the result of the enterprise activity is determined by the degree of cohesion of the team; (4) maximum delegation of employee management functions; (5) the need to develop employee motivation.

We need to consider the process of human resources policy formation in national enterprises in the context of European integration processes. Thus, in the part of successful functioning organizations there is a documented idea of the human resource policy of the enterprise, personnel processes, measures and norms of their implementation.

We are confident that if business owners are really interested in making personnel policy consciously, then they have to take a number of steps to design it according to the enterprise strategy. The first step is rationing. The main purpose is to align the principles and goals of work with the personnel, with the principles and goals of the organization as a whole, strategy and stage of its development. At this stage, it is necessary to analyze the corporate culture, strategy and the stage of development of the enterprise, to predict possible changes, to specify the image of the desired employee, the ways of its formation and the purpose of work with the staff. The second step is programming. The main goal is the development of programs, ways to achieve the goals of staffing, specified in the light of today's conditions and possible changes in the situation. It is necessary to build the system of procedures and measures for the achievement of goals, personnel technologies, which are enshrined in documents, forms, as well as taking into account both the current state and possible changes. The third step is staff monitoring. Its purpose is to develop procedures for diagnosing and forecasting staffing situations. It is necessary to identify indicators of the state of human resources, to develop the program of continuous diagnostics and the mechanism for the development of specific measures for the development and use of knowledge, skills and skills

of staff. It is advisable to evaluate the effectiveness of personnel programs and develop a methodology for their evaluation.

The human resources policy of the enterprise must be reflected in the following documents: the charter of the enterprise, the philosophy of the enterprise, the collective agreement, the provisions on personnel certification, the employee's contract. It is implemented in a system of approaches, principles and methods, measures, norms, traditions, customs, in the culture of the enterprise as a whole and other elements that determine the relationships of subjects within the organization and are used in the management of their behavior.

The purpose of our study requires the identification and specification of directions of improvement of human resource policy with the enterprise strategy in the context of European integration processes. In the context of this goal, we define a set of directions for improvement of human resource policy, as a system of plans and norms, organizational, administrative, social, economic and other measures for solving personnel problems and meeting the needs of the enterprise in personnel.

The human resources management policy is developed on the basis of the enterprise strategy and principles of personnel management. These are the basic directions, forms, methods and criteria of work with the personnel aimed at increasing the efficiency of its use and achievement of the strategic goals of the enterprise.

The human resources policy in the enterprise strategy is based on the laws of the whole policy, its directions and tasks and are determined by organizational goals and its implementation is ensured through the implementation of a whole set of personnel technologies through organizational and economic mechanism of human resources management.

We define the main features of the nature and role of the human resources policy in cooperation with the enterprise strategy:

1. The human resources policy reflects the main intentions of the management to formulate personnel and its characteristics, in some way determined by the overall strategy of the company and aims to harmonize the components of personnel policy and principles of strategy implementation.

2. First of all, the general line of the human resources policy is determined by the strategic interests of the enterprise.

3. The human resources policy is designed to harmonize the interests of social groups of the enterprise, to direct their activity to productive business interaction, to reduce the likelihood of destructive confrontation.

4. The attitude of the members of the enterprise to the general line of the human resource policy may be varied and express full support (identity), some support (loyalty), subordination (conformism), rejection or opposition, which in some way causes a corrective influence on the course of the enterprise development strategy.

5. The management of the enterprise develops its own position on the primary and secondary sphere of realization of political interests, which ultimately determines the orientation of the general line of personnel work in the strategy of the enterprise.

We define the strategic goals of improving the human resources policy in cooperation with the enterprise strategy (Figure 1).

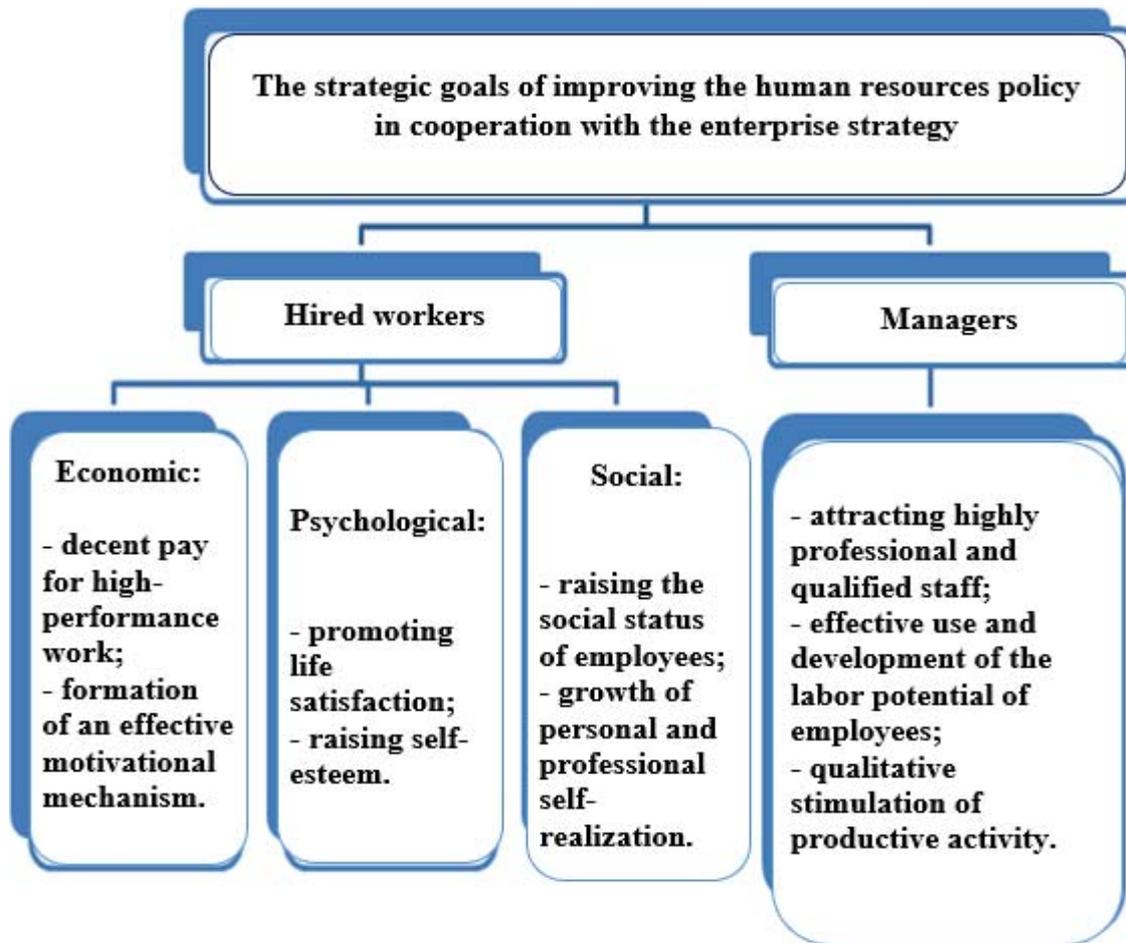


Figure 1 – The strategic goals of improving the human resources policy in cooperation with the enterprise strategy

Source: developed by the authors.

The implementation of the human resources policy as an integral part of the enterprise strategy should be directed to the productivity of work at the individual workplace, productivity of collective work (divisions, departments, enterprises in general) and to take into account creativity, rationalization, experience, dedication to the philosophy of the enterprise. Life satisfaction is an important component that reflects the employee's personal assessment of well-being and quality of life and is based on subjectively chosen criteria.

In our opinion, the components of the human resources policy in the context of the enterprise strategy in the context of its improvement directions should take into account its orientation towards creating the preconditions for raising living standards. It contributes to improving the well-being of employees and the competitiveness of the enterprise. The human resources policy should combine the interests of employees with the strategic mission of the enterprise and the strategy of enterprise development.

The important component of the human resources policy is the "adaptation of workers", and it promotes the effective use of the work potential of the individual, increase social and professional mobility, plays a significant role in preparing the employee for work.

Personnel assessment is a component of personnel policy, which involves research and disclosure of employees' labor potential, quality and efficiency of their work, latent reserves

of productivity enhancement, identification of unused competencies, reasons and opportunities for their effective use.

Motivation and pay implies the effectiveness of total compensation, the formation of a motivational mechanism of effective labor, progressive forms and systems of pay, an effective system of benefits, rewards for initiative and innovation at work, job creation in order to satisfy employees' internal motivation.

Personnel reserve and career management is an integral part of the personnel policy that emphasizes the management of the value characteristics of employees at different levels of careers, the formation of leadership qualities of employees and leaders of different levels of management.

Personnel development as a component of personnel policy provides for the formation of competitive advantages of employees by providing professional, social and personal development, training for new professions when it may be necessary.

The implementation of each of the components of the human resources policy in cooperation with the enterprise strategy implies the implementation of certain principles, which are presented in table 1.

Table 1 – The harmonization of the components of the human resources policy in cooperation with the enterprise strategy

<b>The components of the human resources policy</b>	<b>Principles</b>	<b>Characteristic of the principle</b>
<b>Formation of the personnel</b>	The harmonization of individual employee goals with company goals	The need for a compromise between administration and employees, taking into account the interests of both participants in social and labor relations
	The principle of professional competence	The need for a level of professional knowledge in accordance with the requirements of the work position
	The principle of individuality	The presence of individual qualities of the employee to do certain functions
<b>Personnel adaptation</b>	The principle of psychological and professional mobility	Creating conditions for the employee to adapt to the workplace and labor collective
<b>Personnel evaluation</b>	The principle of selection of evaluation indicators	The need to create the system of metrics, including goal, criteria, and frequency of evaluation
	The principle of evaluating the performance of tasks	The need to evaluate the results of the activity by certain criteria

<b>Motivation and pay</b>	The principle of compliance with the remuneration of the quantity and quality of work	The availability of decent pay at the expense of effective salary-organizing indicators
	The principle of a proportionate mix of incentives and sanctions	The need for specific descriptions of tasks, responsibilities and metrics
	The principle of motivation	The need to identify the motivational factors that affect the effective completion of tasks and responsibilities
<b>Manage reserve and career opportunities</b>	The principle of competitiveness	The need to select candidates on a competitive basis
	The principle of rotation	Planned change of positions according to the change of professional level of employees
	The principle of individual training	Preparation of reserve for specific positions in individual training programs
<b>Staff development</b>	The principle of development	The need for periodic training in accordance with the individual development strategy of the employee
	The principle of self-development	Independent development of professional qualities by employees

Source: developed by the authors.

Thus, we propose the concept of improving of human resources policy in cooperation with the enterprise strategy (Figure 2).

Therefore, the concept of improvement of the human resources policy in cooperation with the enterprise strategy should be closely connected with the strategy of development of the enterprise, and its structural elements should be sufficiently flexible. This means that it must, on the one hand, be stable, because it is the stability of certain employee expectations and, on the other, that it is dynamic, that is, adjusted according to changes in the strategic orientations of the production and economic situation in the enterprise.

At the same time, it is important that the implementation of the human resources policy will have consistent, up-front, and pre-emptive character, will be innovative, but not conjectural.

The functions of the human resources policy as an integral part of the enterprise strategy are: planning, organization, motivation, control and regulation of personnel activities. In our opinion, directing personnel policy to achieve the strategic goals of the enterprise requires efficient planning of personnel in the current conditions of the European integration processes, since it depends on the future labor potential of the enterprise and the motivation that creates the motivational mechanism for efficient work.

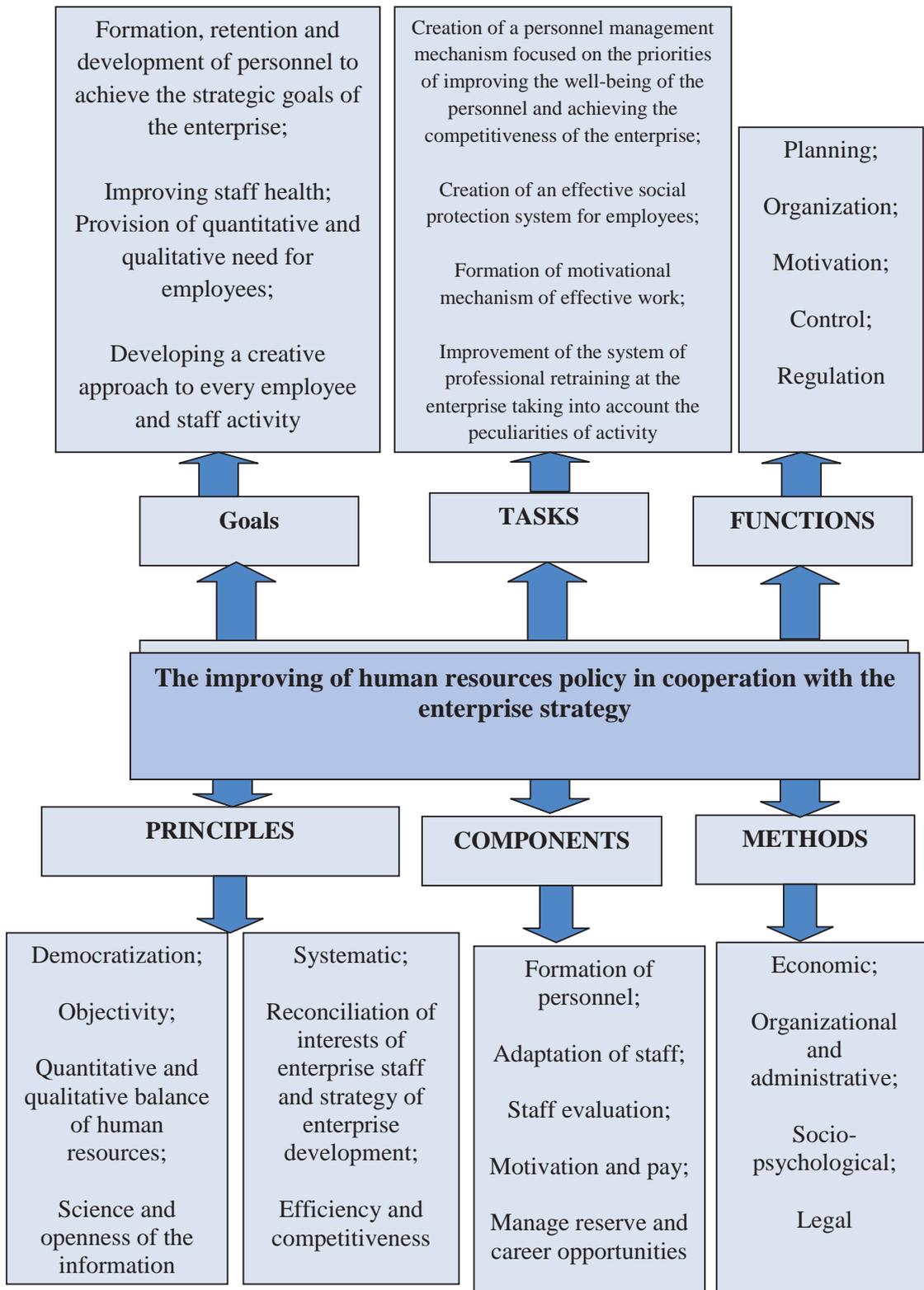


Figure 2 – Structural elements of the concept of human resources policy in cooperation with the enterprise strategy

Source: developed by the authors.

The improvement of the human resources policy in cooperation with the enterprise strategy in the context of European integration processes has the following stages (Figure 3).

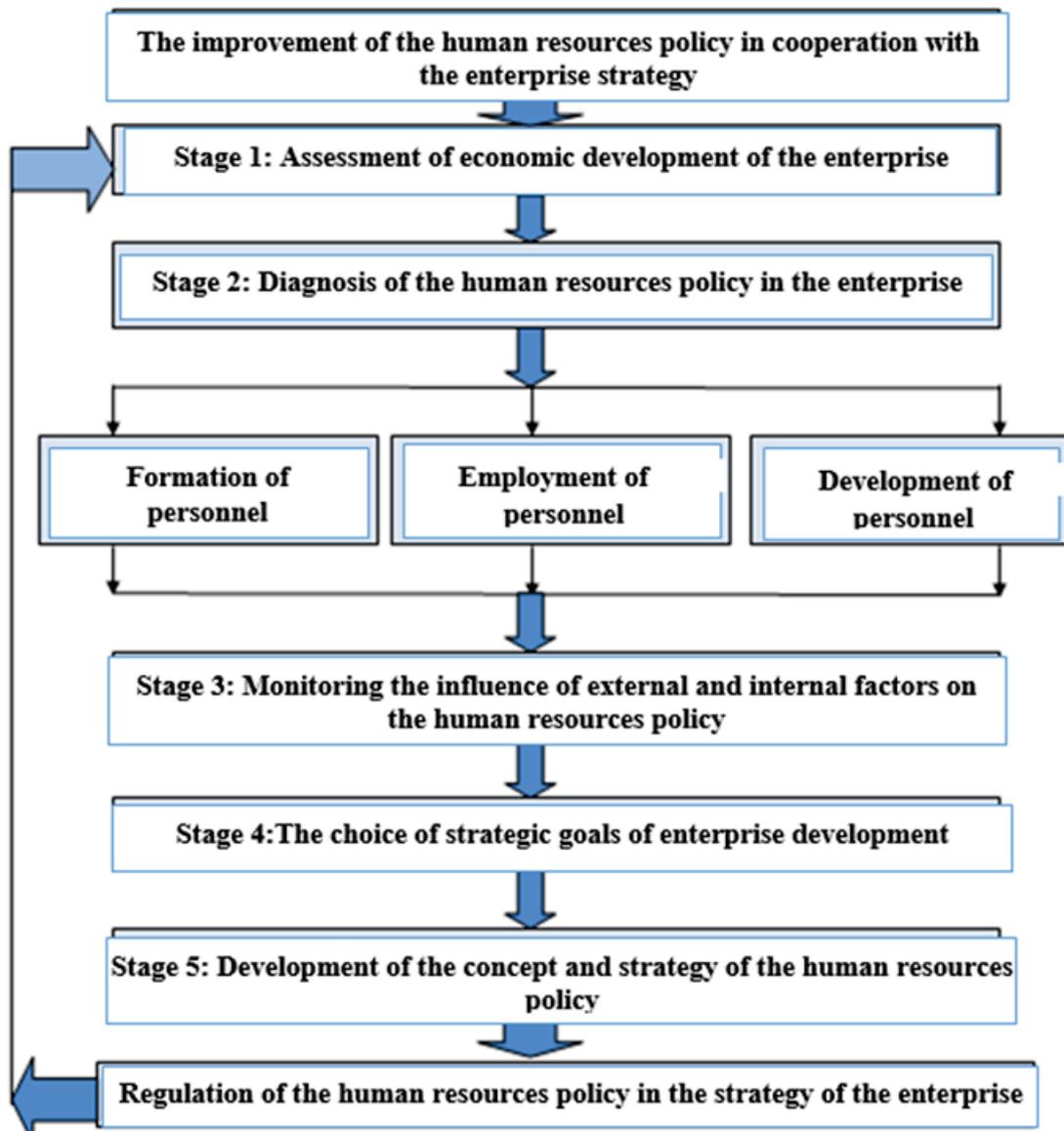


Figure 3 – Stages of improvement of the human resources policy in cooperation with the enterprise strategy in the context of European integration processes

Source: developed by the authors.

The important issue of personnel management is monitoring the influence of external and internal factors on the human resources policy at the enterprise in the current conditions of scarcity of resources. Its goals and objectives are aimed at achieving the compliance of the enterprise development strategy and solving the problems of improving the well-being and satisfaction of employees.

In our opinion, the implementation of such tasks requires constant monitoring of the state and structure of human resources, the study of trends in its changes, the level of security of enterprise resources, the relationship between individual categories of staff, the analysis of indicators of satisfaction with pay and working conditions in the enterprise.

Such monitoring should be carried out in all departments and subdivisions of the enterprise, and its results should become the main information base for determining the need for personnel in order to improve the human resources policy in the enterprise strategy.

Thus, the improvement of the human resources policy depends significantly on the influence of factors of the external and internal environment, its structural elements and methods, principles, as well as the effectiveness of the concept of improvement of the human resources policy in cooperation with the enterprise strategy.

**Conclusions and prospects for further researches.** Taking into account certain components of the paradigm, the strategy of improving the personnel policy of Ukrainian enterprises should take into account the external and internal factors of its formation, interrelations with the competencies of employees, and determine the measures of implementation of the directions of personnel policy modernization to ensure the development of the enterprise and the industry as a whole

Therefore, the main purpose of the strategy for improving of the human resources policy is timely ensuring the optimal balance of manning, staff retention, its development in accordance with the needs of the enterprise in the current European integration conditions, the requirements of the current legislation and the state of the national labor market. And the mechanism of implementation of such human resources policy should be the system of plans, norms and standards, organizational, administrative and social measures aimed for solving personnel problems and meeting the needs of the organization in staff.

In our opinion, the prospects for further researches will be developing the strategy for improving the personnel policy of national enterprises to ensure their qualitative development in the context of European integration processes with coordination of measures of personnel policy at microlevels and directions of the state personnel policy of Ukraine.

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**М.В. Бугасва**, канд. екон. наук

**Т.В. Лядовська**

*Центральноукраїнський національний технічний університет, м. Кропивницький, Україна*

### **Концепція вдосконалення кадрової політики у взаємодії зі стратегією підприємства в умовах євроінтеграційних процесів**

Проблема створення ефективної кадрової політики в умовах конкурентних відносин і євроінтеграційних процесах України, для функціонування підприємств різних галузей і напрямів діяльності посідає особливо важливе значення, тому що змінюється роль і значення трудових ресурсів, їх поступова інтеграція до світового співтовариства, характер відношення до праці й умови продажу робочої сили, а також збільшення масштабів трудової міграції. Отже, одним із найважливіших факторів ефективності і конкурентоспроможності окремого підприємства в умовах євроінтеграції української економіки є забезпечення високої якості кадрового потенціалу.

Метою статті є розробка концепції вдосконалення кадрової політики підприємства у взаємодії зі стратегією підприємства в умовах євроінтеграційних процесів в Україні.

З урахуванням існуючих у науковій літературі поглядів, обґрунтовано, що кадрова політика підприємства - це сукупність принципів, методів, форм організаційного механізму з формування, відтворення, розвитку та використання персоналу, створення оптимальних умов праці, її мотивації та стимулювання. Визначено стратегічні цілі вдосконалення кадрової політики у взаємодії зі стратегією підприємства. Доведено, що, по-перше, реалізація кадрової політики як складової стратегії підприємства повинна бути спрямована на продуктивність праці на індивідуальному робочому місці, продуктивність колективної праці (дільниці, відділу, підприємства в цілому) та враховувати творчість, раціоналізацію, досвід, відданість філософії підприємства, по-друге, складові кадрової політики у взаємодії зі стратегією підприємства в контексті напрямів її вдосконалення повинні враховувати її орієнтованість на створення передумов підвищення стандартів життя, що сприяє поліпшенню добробуту працівників та конкурентоспроможності підприємства, по-третє, кадрова політика має поєднувати інтереси працівників зі стратегічною місією підприємства та стратегією розвитку підприємства, по-четверте, реалізація кожної зі складових кадрової політики у взаємодії зі стратегією підприємства передбачає виконання певних принципів, що представлені у статті.

Запропоновано концепцію вдосконалення кадрової політики у взаємодії зі стратегією підприємства. Обґрунтовано, що концепція вдосконалення кадрової політики підприємства повинна бути тісно пов'язаним зі стратегією розвитку підприємства, а її структурні елементи бути достатньо гнучкими. Це означає, що вона повинна, з одного боку, бути стабільною, оскільки саме зі стабільністю пов'язані певні очікування працівника, з іншого - динамічною, тобто корегуватися в залежності від зміни стратегічних орієнтирів виробничої та економічної ситуації на підприємстві. При цьому важливо, щоб реалізація кадрової політики мала послідовний, випереджаючий та попереджуючий характер, бути новаторською, а не кон'юнктурною. Визначені етапи вдосконалення кадрової політики у стратегії підприємства, які суттєво залежать від впливу чинників зовнішнього і внутрішнього середовища, її структурних елементів та методів, принципів, а також дієвості концепції вдосконалення кадрової політики у взаємодії зі стратегією підприємства.

**кадрова політика, стратегія підприємства, процеси європейської інтеграції**

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