

*Mariia Buhaieva, Associate Professor, PhD in Economics
Central Ukrainian National Technical University, Kropyvnytskyi, Ukraine
Ruban Valentyna, Associate Professor, PhD in Economics
Donetsk National Medical University, Kropyvnytskyi, Ukraine*

THE IMPROVEMENT MECHANISM OF HUMAN RESOURCES POLICY IN THE CONTEXT OF EUROPEAN INTEGRATION PROCESSES

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. 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.

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). 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.

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

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.

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 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.

The important issue of personnel management is monitoring the influence of external and internal factors on the human resources policy in 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.

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.

Список використаних джерел:

1. Балабанова Л.В., Сардак О.В. Управління персоналом: Навчальний посібник. Київ: ВД «Професіонал», 2006. 512 с.
2. Богиня Д.П., Грішнова О.А. Основи економіки праці: Навчальний посібник. К.: Знання-прес, 2000. 313 с.
3. Колот А.М. Мотивація персоналу: Підручник. – Вид.2-ге, без змін. – К.: КНЕУ, 2006. 340 с.
4. Крушельницька О. В., Мельничук Д. П. Управління персоналом: Навч. посіб. – К.: «Кондор», 2003. 357 с.

5. Маслов Е.В. Управление персоналом предприятия: Учебн. пособ. / Под ред. П. В. Шеметова. – М.: ИНФРА-М, 2000. 356 с.
6. Мордови С. К. Управление персоналом: современная российская практика. – СПб.: Питер, 2003. 184 с.
7. Онікієнко В.В. Методологія регулювання попиту і пропозиції робочої сили. *Зайнятість та ринок праці: Міжсвід. наук. зб.* 2002. Вип.18. С. 7–14.
8. Саакян А.К., Зайцев Г.Г., Лашманова Н.В., Дягилева Н.В. Управление персоналом в организации : учеб. пособие. СПб. : Питер, 2001. 356 с.
9. Саєнко М., Палюх М. Трудовий потенціал як складна соціально-економічна система. *Наукові записки Терноп. нац. пед. ун-ту ім. В. Гнатюка. Сер.: Економіка.* 2001. Вип.38. С.137–143.
10. Стратегія державної кадрової політики України на 2012-2020 роки. URL : <http://zakon2.rada.gov.ua/laws/show/45/2012#n7>

УДК 330.33

Булгар Д.Д.

Львівська академія Національного авіаційного університету

МЕТОДОЛОГІЧНІ ПІДХОДИ БІЗНЕС-ПЛАНУВАННЯ В УМОВАХ ЄВРОІНТЕГРАЦІЇ

Інтеграційні та глобалізаційні процеси, що нині відбуваються у світі, змушують підприємства цивільної авіації шукати нові методи та підходи до управління для забезпечення конкурентоспроможності та підвищення ефективності бізнесу, яким виступає бізнес-планування.

Основам антикризового управління як сучасної концепції у менеджменті присвячені праці зарубіжних учених Ф.Дж.Фабозці та Е.Альтмана [1], Алесеєва М. [2], Бланка І. [3], Удалих О. [4]. Проблема управління підприємством в умовах кризових явищ досліджена російськими та українськими вченими Бочаровим В. [5], Поповим В. [6] Касьянчиком В. та Олесюком Є. [7], Косиченко Є. [8] та іншими.

Розроблення бізнес-плану є досить трудомістким процесом у діяльності організації та, як правило, вимагає значних затрат часу та коштів. Організуючи цей процес, слід врахувати, що він включатиме три основних етапи: 1-ий етап – підготовчий; 2-ий етап – етап безпосереднього розроблення проекту бізнес-плану; 3-й етап – етап реалізації бізнес-плану, у рамках якого здійснюється презентація бізнес-плану та його впровадження у діяльність відповідної авіакомпанії.

Ефективність бізнес-плану значною мірою визначається раціональністю побудови процесів з його розроблення та застосування відповідних процедур. Охарактеризуємо систему процедур, які повинні лежати в основі процесу бізнес-планування:

1) організаційні процедури. Раціональна організація процесів з розроблення бізнес-плану ґрунтується на дотриманні певних принципів,