

positioning of the organization in the labor market. The tactical aspect includes certain grouped private functions of the marketing approach.

The process of positioning and creating the image of the organization in the labor market should be targeted and carried out gradually. The development of a marketing approach in personnel management will provide the organization with competitive personnel, in the required quantity and at minimum prices, and retain this personnel.

STRATEGIC PERSONNEL MANAGEMENT AS THE BASIS OF ENTERPRISE COMPETITIVENESS

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The new role of the human in manufacturing and the rapid changes in the economy, organizational culture and technology have redefined issues such as careful selection, training, remuneration and rational use of personnel. The solution of these problems within the framework of traditional work with personnel turned out to be impossible. It was necessary to include this work as an equal component in the process of strategic management. Personnel management in modern conditions should become an integral part of the process of planning and implementing the strategy. Today, the strategic goals of an organization can only be realized by personnel that meet both the qualification requirements dictated by a particular strategy and the motivational requirements necessary to move into a new, changing business environment. In this sense, strategic planning processes can only be successfully developed by taking into account the consequences of the chosen strategy for the personnel. To do this, the strategy of the organization must be known to its employees, developed with the widest possible involvement of employees, since only in this case the staff will support the initiatives of the management and ensure the implementation of the strategic goals of the organization. The emergence of modern models of business organization and their implementation in domestic and foreign organizations require a rethinking of scientific views on both the corporate strategy and the strategy of personnel management, necessitate the formation of new approaches to the development of a strategy and the creation of new concepts of strategic personnel management in the context of the

development of progressive forms of organization and process management of enterprises.

Currently, personnel work at many industrial enterprises is actually being built without taking into account modern trends in the development of world business. This causes them to lag behind in competitiveness, which is expressed in the quality of decisions and actions, labor productivity, innovation, unit costs per unit of income, etc. Understanding the importance of the human factor determines its role and status in a modern organization, i.e. the real and future significance of both the entire personnel management system and its strategic component. Therefore, many solutions to the above business problems lie in the plane of work and changes in the approach to personnel management. Strategic personnel management as part of a new approach to management provides great benefits to organizations operating in various areas of modern society. These advantages lie in the rational use of such a limited resource as personnel.

The quality of human resources, their contribution to the achievement of the organization's goals and the quality of products or services provided largely depend on how effectively strategic personnel management is organized. The successful implementation of the personnel management strategy not only ensures the normal functioning of the organization, but also lays the foundation for the future success of the enterprise. By setting the vector of development for each of the directions, the personnel management strategy is focused on achieving the highest possible positive performance results, taking into account all factors affecting the organization's human resources. Strategic personnel management can only be effective if its function is considered on an equal footing with others in the overall strategic management process of the organization. Even in small businesses where there is no human resources specialist, managers themselves must actively consider these aspects when making any decisions. In turn, HR managers must be fully aware of business plans, as they can radically change the understanding of personnel issues.

In addition, strategic management gives rise to a sense of confidence among the personnel of organizations and their managers, contributes to the consistent development and implementation of management decisions, and focuses on sustainable

development in a market environment.. Thus, at present, theoretically substantiated approaches are needed to create a methodology for developing a company's personnel management strategy in the context of process management of an organization.

EFFECTIVE PERSONNEL MANAGEMENT OF ORGANIZATIONS AS AN IMPORTANT FACTOR IN THE COMPETITIVENESS OF ENTERPRISES

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One of the most important problems at the current stage of economic development is competent personnel management of organizations, since the effectiveness of this management is the most important factor in the competitiveness of enterprises and the achievement of economic success.

In the conditions of the development of market relations, special importance is attached to raising the level of work with personnel, putting it on a solid scientific foundation, using the best domestic and foreign experience accumulated over many years, issues of practical application of modern forms of personnel management. Today, theory and experience prove that personnel management cannot be reduced to a limited set of actions traditionally performed by personnel departments at Ukrainian enterprises. In companies of developed countries and in large domestic organizations, there are unified human resources management services that perform the entire set of personnel management functions. These services, as a rule, report to one of the top managers of the organization. Until recently, the concept of "personnel management" was missing in domestic management practice. The main attention was paid to the problems of management of labor resources at the level of the country and regions, as well as to the issues of management of personnel training and social development. Most of the work on personnel management was performed, as a rule, by heads of departments, while the personnel department existing in the organization was neither methodical, nor informational, nor a coordinating center for personnel work.

The transition to market-based management structures has fundamentally changed the situation in the organization's personnel management, as the market places the organization in fundamentally new relationships with state authorities, production