

STRUCTURE AND TYPES OF PERSONNEL MANAGEMENT STRATEGIES IN MODERN CONDITIONS

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In today's environment of dynamic economic change, digitization of business processes, and the growing role of human capital, it is the personnel that becomes the key factor in ensuring the competitiveness of an organization. The effectiveness of an enterprise increasingly depends not only on material or financial resources, but also on the ability to form, develop, and realize the strategic potential of employees. In this regard, it is particularly important to develop a comprehensive human resource management strategy that is consistent with the overall development strategy of the organization and takes into account the challenges of the external environment.

The increasing instability of the labor market, the need to quickly adapt to technological changes, and the growing importance of innovation necessitate new approaches to strategic human resource management. Modern enterprises must not only respond to changes, but also proactively develop a personnel policy that will promote sustainable development, effective employee motivation, and the formation of a favorable socio-psychological climate. That is why the issue of defining the elements and types of personnel management strategy is of particular theoretical and practical importance.

In the scientific sphere, research into strategic human resource management remains relevant, as there is no single approach to its formation and implementation. The diversity of concepts and models requires systematization, taking into account the current conditions of organizations. This necessitates an in-depth analysis of the components of human resource management strategy and the determination of their role in ensuring the effective functioning of the enterprise.

It can be said that the personnel management strategy has six basic elements that reflect all areas of work with personnel within the enterprise and the interaction of this sector with the external environment.

The basic elements of the personnel management strategy are: effective distribution and use of human capital; career guidance and adaptation; effective motivation and incentive systems; technological factors of labor; organizational factors of the internal environment; social and psychological climate in the team [1].

The content of the elements reflects absolutely all actions related to personnel, the directions of the enterprise's personnel work, and the socio-economic situation of society.

Currently, there is no single approach to strategic personnel management. Their diversity can be divided into three groups with a sufficient degree of convention. Each group corresponds to a greater or lesser extent to the most common strategies for the development of organizations, accepted in management and strategic management.

The first approach, «Subordination», is the subordination of the personnel management strategy to the organization's strategy. In this case, only after the final development of the general strategy does detailed work on the personnel strategy begin. If any inconsistencies are identified, changes are made to the personnel management strategy. In this case, personnel management staff must adapt to the actions determined by the organization's managers, subordinating themselves to the interests of the overall strategy. Most often, this approach is implemented during the creation of an enterprise, in the early stages of its life cycle.

The second approach, «Dominance», is completely opposite. In this approach, the personnel management strategy is primary, because it is people who will implement the overall strategy, and therefore the assessment and status of this resource and its capabilities are the most important condition for the entire strategic management of the organization.

This option is not suitable for all areas of activity and requires the immediate availability of highly qualified, motivated personnel who know what they want and how to use their knowledge and skills to bring the organization to a higher economic level.

The third approach, «Equality», is the equivalence of two strategies and unity. Each cannot be implemented independently, but only through simultaneous planning and development. Taking into account trends in economic change and government policy, it seems to be the most promising. With this approach, human resources management specialists are involved in the process of defining and achieving the strategic development goals of the organization from day one. This is facilitated by their high level of competence, which allows them to independently solve personnel-related tasks, taking into account the development prospects of the entire organization.

This is the most difficult option, requiring a high level of organization of all structural units of the organization, an effectively established communication process, coordinated work of all employees, constant monitoring of key areas in each strategy, and analysis of their compatibility.

Depending on the state of affairs in the organization and its market position, management chooses to focus on one of the approaches.

Thus, the strategic planning process is an integral part of the organization's functioning in the current economic conditions.

Having considered the theoretical aspects of forming an organization's human resource management strategy, we can conclude that despite the numerous works of scientists in this area, the relevance of the need for research does not diminish. Human resource management strategy is an integral and essential part of the overall strategic development of an organization. It ensures the success of the enterprise and its competitiveness. With the help of strategic personnel management, the organization seeks to minimize losses and negative consequences from unfavorable

external conditions or any changes in the environment that disrupt the planned work process.

References:

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WAYS TO IMPROVE THE PROCESS OF MANAGING TRANSPORT FLOWS

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In today's world of economic globalization, increased competition, and the development of digital technologies, the efficiency of enterprises largely depends on the quality of logistics processes. One of the key components of the logistics system is transport, which ensures the continuity of material flows, the timely supply of resources, and the delivery of finished products to consumers. It is transport flows that determine the speed of movement of goods in supply chains and directly affect the costs of enterprises, the level of customer service, and the competitiveness of the business as a whole.

In today's market conditions, traditional approaches to the organization of transport services are undergoing a transformation. Enterprises are increasingly faced with the need to adapt to changes in the structure of demand, market instability, rising resource costs, and the need to reduce logistics costs. In this regard, the issue of improving transport flow management procedures is becoming increasingly relevant, involving the use of new organizational approaches, the integration of information