

HR-MANAGEMENT DURING THE WAR: PERSONNEL SUPPORT

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Summary

The relevance of the chosen topic is defined in the article. The essence of the concept of HR-management and personnel management is considered. The main differences in the application of HR-management and personnel management are studied. The scientific approaches to consider the elements of the personnel management system are defined.

The values of personnel management are considered. The main components of personnel management in war conditions are studied. The functions of personnel management are defined. Challenges that arise in the personnel management system in connection with the beginning of military operations on the territory of Ukraine are considered.

The dynamics of changes in the volume of average monthly salaries of employees and the level of unemployment in Ukraine are studied. According to the results of the review of the considered indicators trends changing, it's possible to confirm that there is a multidirectional change in the average monthly salaries of employees and the unemployment rate in Ukraine.

The importance of providing support to personnel who continues to work despite all the difficulties that arise today and may arise in the future is determined. The experience of remote control of the company's personnel in the war conditions to ensure work efficiency and safety of employees is studied. A set of measures, aimed at supporting personnel in war conditions, are developed. The results of the conducted research are summarized and the prospects for continuing the research on the chosen topic are evaluated.

Key words: HR-management, personnel management, war conditions, military operations, work efficiency and safety of employees, personnel support.

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1. Introduction

Today's global challenges encourage the introduction of significant changes and transformations in the economic, political and social life of society in general, as well as in the activities of business entities. As a result, leading international and domestic companies face the problem of effective management of resources implementation in war conditions.

The most valuable resource for an enterprise is its staff. This isn't surprising, since the success of the implementation of business processes is closely related to the appropriate application of the professional competence of specialists. Its professional skills are as well as personal characteristics of human resources expert as significant influence on the adoption of quick and effective decisions aimed at ensuring financial stability, achieving the prospects of strategic development of companies in accordance with global goals of the company's development.

Therefore, managers increasingly focus attention on the implementation of HR-management practices. This practice involves the implementation and coordination of actions, related to hiring, management, motivation, professional development of personnel, based on the application of effective and flexible conceptual models of HR-management. Above HR-management trends determine the relevance of the chosen topic.

The study of the essence and meaning of HR-management in the conditions of globalization is covered in the works of such scientists as O. Gh. Cherep, O. S. Cymbal, Kh. V. Drymalovs'jka, Ju. V. Kaljuzhna, O. V. Kushneryk, L. V. Mykhajlichenko, M. M. Novikova, Ju. L. Orel, A. B. Pochtovjuk, K. A. Prjakhina, A. B. Shved, A. A. Smaghljuk. In addition, it's necessary to pay attention to the works, devoted to the study of the role of HR-management in the organization.

The purpose of the article is to study approaches to understanding the essence of HR-management, to show common and different characteristics between personnel management and HR-management, to determine the role of HR-management in the organization. To fulfill the set goal, it's necessary to implement a number of tasks, such as:

- considering the essence of the concept of HR-management and personnel management;
- defining the scientific approaches to consider the elements of the personnel management system;
- considering the functions of personnel management in the organization;
- determining the importance of providing support to personnel in the organization.

The object of the research is the personnel of the enterprise. The subject of the research is the role of the personnel management system for supporting employees in war conditions. In the research it's used scientific methods such as data analysis, comparative analysis. The logic of presenting the researched material consists of studying the theory and then the practice of the chosen topic. The novelty of the research is the development of strategies for supporting the company's employees.

2. The elements of the personnel management system

HR-management covers the aspects of recruitment and personnel management of companies. The concept of HR-management originates from the category of personnel management. In turn, personnel management comes from the management of labor resources or social security. In the 1980-s, against the background of economic recession and increasing pressure on business entities due to globalization and the accelerated pace of changes, caused by technological development, a number of scientists began to think about the personnel of enterprises from a different perspective. The combination of different views on this economic phenomenon turned into what became known as HR-management.

The most valuable asset of the company is the employee. It's the professionalism, relevant abilities, skills and personal qualities of the staff that allow the organization to achieve it's goals. Interpreting HR-management, scientists use the appropriate approaches to understanding the essence of HR-management. HR-management includes basic components that are aimed at the successful implementation of an effective personnel policy of the management of an economic entity:

- systemic policy: development of personnel strategy, selection, adaptation, evaluation, development of personnel motivation;
- strategic policy: the main components are determined on the basis of the McKinsey model (strategy, skills, competencies, shared values, structure, systems, regulations, colleagues, management style) and the 5-C model (strategy, consideration of goals, functions, structure and performance evaluation, employees, incentives, shared values);
- social policy: continuity of professional development of personnel and focus on talents;
- innovative policy: personnel marketing, corporate culture management, personnel assessment, recruitment of personnel, staff adaptation, staff motivation, career development, conflict management, personnel development management.

The basic components of each of these approaches are related mainly to the development of a personnel management strategy, the creation of the necessary conditions for his professional development, and the satisfaction of personal needs. Since HR-management belongs to the part of management studies that focuses on how to attract, hire, train, motivate and retain employees who is a source of competitive advantage in the global environment, it's important to quickly respond to it's complex changes. This means understanding the consequences of the resulting external environment, which includes globalization, the global economy, technological change, workforce diversity, workforce shortages, changing skill requirements, continuous improvement initiatives, mergers. Therefore, HR-management specialists should form a flexible personnel policy, based on the key components of HR-management in order to meet today's global challenges (*Pochtovjuk A. B., 2020: 98*).

HR-management can be considered from two positions. First, the role of HR-management in the organization consists in the implementation of strategic, tactical and administrative tasks, related to personnel management. Secondly, HR-management is the work of every manager, regardless of whether help to hold the position of manager or is an employee of the HR-department. All managers have a certain responsibility for ensuring effective personnel management in their work.

3. The difference between HR-management and personnel management

Despite the existence of a relationship between HR-management and personnel management, there're still certain differences. Personnel management is an administrative function of the organization, which consists in the formation and distribution of tasks and responsibilities among employees to ensure coordinated and effective activities. It formed a traditional approach to managing employees, which focuses on compliance with the organization's policies and rules.

Personnel management is related to planning, analyzing activities, selection of necessary specialists, assessment of labor productivity, as well as professional development, understanding of the needs and motives of co-workers, settlement of labor disputes. Therefore, the implementation of general management functions is applied to personnel management: planning, organization, motivation, control and regulation.

In the author's opinion HR-management is the branch of management that deals with attracting, supporting, developing, using and coordinating the work of people in such a way that they work selflessly. This refers to the systematic function of planning needs and requests in human resources, selection, training, formation of a reward system and evaluating labor efficiency coefficient to meet these requirements.

HR-management is a continuous process of ensuring the availability of a ready workforce, that is the appropriate and the effective distribution of responsibilities and help to distribute tasks among employees. This is the art of using the organization's human resources in the most effective and rational way. HR-management covers a wide range of activities, focusing on the following categories:

- employment;
- recruitment and selection;
- training and development;
- personnel health and safety;
- working conditions;
- assessment of professional qualities of personnel and productivity of their work.

The main difference between personnel management and HR-management lies in the scope of coverage of the main aspects and attitude to personnel. Thus, the field of personnel management is limited and has an inverted approach, in which employees are considered as a tool. On the other hand, HR-management considers employees as an asset of the organization. The priority is given to human values and individual needs, which are combined with professionalism due to providing following polices such as:

- taking care of the interests of employees;
- getting the desired result;
- demonstrating personnel feeling the value and the significance for the company to be ready for changes (*Kushneryk O. V., 2020: 126*).

Having considered the main differences between personnel management and HR-management, it's appropriate to give an interpretation of the studied concept. After all, economists interpret HR-management from different angles:

- the system of strategic orientation of the company, which has its own characteristics due to the multinationality of international teams: cultural and psychological compatibility of personnel, opportunities to exchange experience;
- a strategic and holistic approach to the management of the personnel of the business entity, which contributes to the achievement of the set goals of the organization (*Orel Ju. L., 2023: 8*);
- an innovative strategic approach to the management of the most valuable assets of the enterprise, namely the personnel who implements professional abilities to achieve the goals of the organization;
- a strategic and coordinated approach to the management of the organization's most valuable assets considers the people who makes their collective efforts to achieve the defined goals (*Novikova M. M., 2021: 128*).

4. The functions of personnel management in the organization

The beginning of military operations on the territory of Ukraine made it possible to identify the illogicality in the growth of the average monthly salary of employees with the simultaneous increasing in the rate of unemployment in the labor market that is reflected on figure 1 and on figure 2.

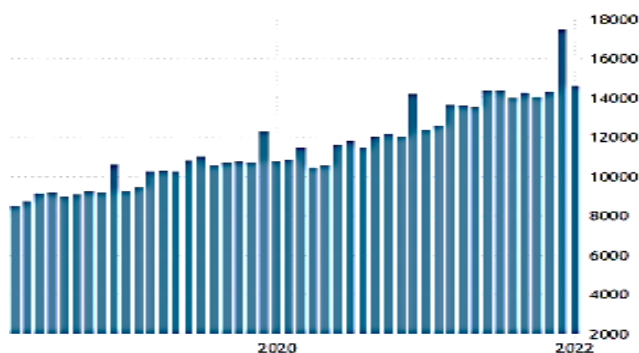


Fig. 1. The dynamics of change in the average monthly salary of employees in Ukraine in 2018–2022 years (*Analytical note of the ILO*)

From figure 1 a conclusion can be drawn that the beginning of military operations in Ukraine led to a decreasing in the level of the average monthly salary of employees in Ukraine in 2018–2022 years.

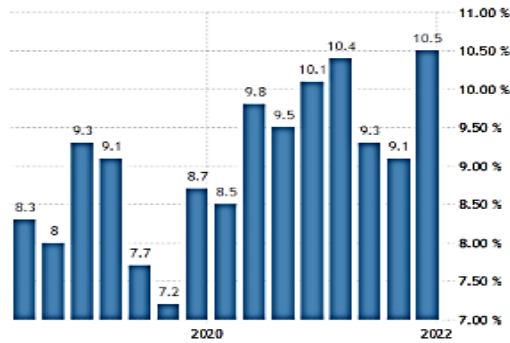


Fig. 2. The dynamics of change in the rate of unemployment in the labor market of Ukraine in 2018–2022 years, % (Analytical note of the ILO)

From figure 2 a conclusion can be drawn that the beginning of military operations in Ukraine led to an increasing in the level of the rate of unemployment in the labor market of Ukraine in 2018–2022 years. Thus, the start of hostilities on the territory of Ukraine led to an aggravation of the economic situation of the heads of enterprises, due to which the heads of enterprises reduced the amount of the average monthly salary of employees. Dissatisfied with the decreasing in the regional average monthly salaries, employees quit their jobs, which led to an increase in the unemployment rate in Ukraine. That is why, in order to preserve the integrity of the company's personnel structure, HR-managers should use the widest range of powers to motivate employees to stay at the company, as well as implementing a wider range of functions of the company's personnel management.

The main functions of HR-management include the following: personnel selection, training, development, motivation and support. Each of these functions involves the implementation of relevant tasks. Therefore, let's dwell in more detail on the specified HR-management functions such as:

- studying of the needs of the organization in the necessary human resources;
- forecasting the volume of labor supply and demand;
- implementation of the process of forming tasks that the employee should perform in accordance with the position held;
- personnel selection, based on recruiting, interviews;
- recruitment of personnel and their socialization;
- staff training and development: determining the field of activity in which the employees need to improve their qualifications;
- giving employees the opportunity to prove themselves by performing complex tasks;
- the appropriate level of knowledge and skills allows employees to perform assigned tasks, which, in turn, contributes to the development of a positive attitude to work;
- evaluation of the results of the employees' activities in accordance with the established criteria and goals of the organization;
- the use of incentives and penalties to stimulate the work of human resources;

- formation of a positive working climate (establishment of labor relations between staff and management in the middle of the team itself);
- providing medical insurance.

The use of HR-management allows managers to obtain powerful business analytics for effective HR-management, risk management and employee training. HR-management, also, allows them to develop talents and improve communication and cooperation between employees in the team. In addition, the following functions of the HR-management play an important role for the enterprise:

- determination of the skills and experience of employees necessary for high-quality performance of work, which can facilitate the hiring of the right employees, determination of appropriate remuneration and creation of training programs;
- policy formation regarding health and safety, responding to employee complaints, cooperating with trade unions, which will contribute to compliance with regulatory requirements;
- performance evaluation, as the obtained results won't only contribute to the growth of employees through constructive feedback, but will, also, serve as a reference point for promotion, career advancement;
- recognition of achievements and rewards is a proven way of motivating employees to take responsibility for business goals;
- ensuring the professional development of employees, which will contribute to increasing productivity, reducing staff turnover and minimizing the need for control (*Cherep O. Gh., 2023: 5*).

In the author's opinion it's an important duty of a modern HR-manager is to create and manage programs that improve the efficiency of the workplace and the relationship between the employer and the employee. Within the framework of this goal, the following tasks are assigned to the HR-manager:

- staffing the enterprise with personnel;
- development of workplace policy;
- management of salaries and benefits;
- retention of talented employees.

5. The importance of providing support to personnel in the organization

The main task of the HR-management of the enterprise today is to understand the selection and motivation of personnel, including the ability to train personnel to work in a team and to control the teamwork of personnel. In addition, the motivation of the staff's work should take the form of the main elements of the interaction formation process, thereby eliminating the interference between social and personal needs of the staff. However, modern methods of motivation, which are used in Ukraine, don't meet the requirements of employees of enterprises and even contradict them.

Materials need come to the fore, which have the greatest impact on the productivity of personnel, their attitude to work and the quality of task performance. However, this doesn't mean that intangible incentives aren't important. Every employee should perform interesting, important and useful work, work in pleasant working conditions, as well as receive adequate material remuneration and have prospects for professional development (*Drymalovsjka Kh. V., 2022: 60*).

In the author's opinion HR-management of the enterprise involves training of employees. When employees develop new skills, they tend to be more productive and satisfied with their work. Some of the training programs that HR-departments typically provide include team-building activities, policy and ethics education and on-the-job training and skills, such as how to operate a machine or computer program. Also, HR-management of the enterprise ensures compliance with labor standards.

Workplace laws, related to discrimination, health care or salaries and hours are constantly changing. Therefore, HR-managers are obliged to monitor these changes and make appropriate adjustments to the work process. Safety in the workplace means protecting not only the physical health of employees, but includes their personal information. In order to minimize employee's compensation claims and data breaches, HR-managers should implement security measures and ensure compliance with all standards. In the author's opinion the experience of remote control of the company's personnel during the war can be decisive importance for ensuring the efficiency of work and the safety of employees. Practice proves that some enterprises may have experience of working in extreme situations, such as natural disasters, pandemics or other emergency situations.

The implementation of HR-management at the enterprise in war conditions will allow obtaining a number of advantages that will positively affect the productivity of activities, in particular, this process will allow:

- to simplify payroll processes;
- to integrate all data about the company's employees into a comprehensive system, which, in turn, will allow to significantly reduce overhead costs;
- to increase the efficiency of activities enterprises;
- to enable employees to manage personal information and to take an active part in career advancement, as well as developing and retaining important skills.

HR-management functions reveal the role of this economic phenomenon in the organization. The implementation of these functions is aimed at achieving the goals of the business entity, being influenced by the external environment.

6. Conclusions

HR-management is an integral part of organization management; according to this practice, staff is a valuable asset, human values and individual needs are combined with professionalism. Approaches to understanding the essence of the economic category HR-management reveal the main components of the successful implementation of an effective personnel policy of the management of the business entity. Implementation of the functions of the studied economic phenomenon allows achieving the set goals of the organization under the influence of external environmental factors.

Based on today's realities, in order to create a security situation at the enterprise, HR-managers should adhere to the following tasks:

- to create briefings for the purpose of forming a clear algorithm of actions in a critical situation;
- to determine the change in the productivity of the company's employees and optimally distribute tasks between them in order to improve different indicators;
- to provide psychological support to employees, which will help them to survive crisis situations and to maintain mental health at an appropriate level;
- to organize comfortable conditions for working in face-to-face;
- to improve interpersonal connections between employees, which, in turn, are of crucial importance for the overall productivity of the employees.

It's also appropriate to emphasize that the role of HR-managers in the conditions of martial law is particularly important for any enterprise. Companies need to understand how to determine their priorities, rebuild or change approaches to leadership in business, as well as what strategy to choose for team cooperation in the conditions of martial law. These specialists should ensure internal and external communications at enterprises, because communication plays an important role in corporate life, so they should support and direct it not only within the work team, but, also, externally among partners, clients.

During the war, companies need to become even more acute and the main requirement for communication is relevance and quality, as well as reliability. In addition, HR-managers should support corporate values, which are the driving force that creates a special personal atmosphere in the team. This kind of atmosphere will allow to create good friendly relations between co-workers. As for the search for new personnel, HR-managers should keep documentation on this issue at the highest level from reviewing resumes and creating applicant databases to internal company's documents, taking into account the changes that occurred during war conditions.

The conducted analysis of the features of the HR-management of the enterprise allows managers to note the key role of the implementation of this type of management at the enterprise in crisis situations, especially in the conditions of martial law, because the correct application will give an opportunity to increase the productivity of the personnel. The main aspects of the implementation of the HR-management of the enterprise from the perspective of challenges and realities of today made it possible to highlight a number of advantages of this managerial activity in the war conditions. In the perspective of further research, there is an urgency to comprehensively study the formation of the company's HR-management system in the context of modern challenges and realities of today. That's why it's necessary to continue conducting research on the chosen topic.

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