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Halyna BABIAK,

Ph. D. in geography, Associate Professor,
Department of Management, Public Administration and Personnel,
West Ukrainian National University
E-mail: h.babiak@wunu.edu.ua
ORCID ID: 0000-0001-9303-0783

Nataliya KOTYS,

Ph. D. in economics, Associate Professor,
Department of Management, Public Administration and Personnel,
West Ukrainian National University
E-mail: n.tsishchyk@wunu.edu.ua
ORCID ID: 0000-0003-3499-0746

ENTERPRISE PERSONNEL PLANNING AND DIRECTIONS FOR ITS IMPROVEMENT

ABSTRACT

Introduction. *The article examines the problems of enterprise personnel planning and the directions for its improvement under contemporary socio-economic conditions. In the context of martial law in Ukraine, economic instability, labour market imbalances and increased competitive pressure, personnel planning becomes a crucial element of human resource management. It ensures the alignment between enterprise development goals and available human resources, contributing to productivity growth, cost optimisation and long-term organisational sustainability.*

Purpose. *Study of modern features of personnel planning of the enterprise, as well as development of recommendations and substantiation of directions of its improvement.*

Research methods. *The research is based on general scientific and special methods, including analysis and synthesis, comparison, systematisation, abstraction and generalisation. The study also applies a structural and functional approach to the analysis of personnel planning processes, as well as a review of domestic and foreign scientific sources and international practical experience in human resource management.*

Results. *It is established that personnel planning constitutes the foundation of the personnel management system, with a key focus on planning and optimising the number and structure of employees. Effective personnel planning improves enterprise performance through rational use of labour resources, identification and development of employees' professional potential, and the creation of conditions for systematic recruitment, training and career advancement. The study shows that Ukrainian enterprises currently pay considerable attention to personnel planning, while personnel services primarily focus on recruitment, training, development and efficient use of staff. Special emphasis is placed on international experience in personnel planning, which should be adapted rather than copied, taking into account global trends and national specificities.*

Conclusions. *Sustainable enterprise development requires a systematic and coordinated approach to personnel planning as an integral part of human resource management. The implementation of scientifically grounded planning methods, continuous personnel development and the adaptation of international best practices can significantly enhance labour productivity, competitiveness and organisational resilience.*

Keywords: *personnel planning, personnel work, personnel policy, personnel management, personnel service, personnel management.*

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Галина БАБ'ЯК, Наталія КОТИС

КАДРОВЕ ПЛАНУВАННЯ ПІДПРИЄМСТВА ТА НАПРЯМИ ЙОГО ПОКРАЩЕННЯ

АНОТАЦІЯ

Вступ. Стаття присвячена дослідженню проблем кадрового планування підприємства та визначенню напрямів його покращення в умовах сучасних соціально-економічних викликів. В умовах воєнного стану в Україні, економічної нестабільності, загострення дисбалансів на ринку праці та зростання конкурентного тиску кадрове планування набуває особливого значення як ключовий елемент системи управління персоналом. Воно забезпечує узгодження стратегічних цілей розвитку підприємства з наявним кадровим потенціалом, сприяє підвищенню продуктивності праці, оптимізації витрат та формуванню передумов для стійкого функціонування підприємств.

Мета. Вивчення сучасних особливостей кадрового планування підприємства, а також розроблення рекомендацій та обґрунтування напрямків його покращення.

Методи дослідження. У процесі дослідження використано загальнонаукові та спеціальні методи пізнання, зокрема аналіз і синтез, порівняння, узагальнення, систематизацію та абстрагування. Застосовано структурно-функціональний підхід до аналізу процесів кадрового планування, а також здійснено опрацювання вітчизняних і зарубіжних наукових джерел та міжнародного практичного досвіду у сфері управління персоналом.

Результати. Встановлено, що кадрове планування є основою системи управління персоналом, ключовою складовою якої виступає планування та оптимізація чисельності й структури працівників. Обґрунтовано, що ефективне кадрове планування позитивно впливає на результати діяльності підприємства завдяки раціональному використанню трудових ресурсів, розвитку професійного потенціалу працівників і формуванню умов для системного добору, навчання та професійного зростання персоналу. Показано, що в сучасних умовах українські підприємства приділяють значну увагу кадровому плануванню, а діяльність кадрових служб зосереджується на питаннях добору, підготовки, розвитку та ефективного використання персоналу.

Висновки. Забезпечення сталого розвитку підприємств потребує системного та узгодженого підходу до кадрового планування як невід'ємної складової управління персоналом. Використання науково обґрунтованих методів планування, безперервний розвиток персоналу та адаптація прогресивного міжнародного досвіду сприятимуть підвищенню продуктивності праці, конкурентоспроможності та організаційної стійкості підприємств.

Ключові слова: кадрове планування, кадрова робота, кадрова політика, кадровий менеджмент, кадрова служба, управління персоналом.

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The general statement of the problem and its connection with important scientific and practical tasks. In the conditions of martial law in Ukraine, the practical use of contemporary human resource management instruments that contribute to enhancing the socio-economic performance of enterprises becomes especially significant. The basis of this process is personnel planning, an important component of which, in turn, is planning and optimization of the number of personnel.

Effective personnel planning has a positive effect on the results of the enterprise activities due to the optimization of personnel use, identification and productive use of the professional potential of employees, the creation of a basis for systematic recruitment and selection of employees. The most important task of planning the number of employees is to determine the number necessary to ensure fluctuating demand for products. Optimization of the number of employees taking into account the demand has acquired a particular importance in the market conditions, when prices for manufactured products increase, competition increases, which leads to a reduction of demand, and this leads to a decrease in the production volume. One of the reserves for reducing the cost of production is the optimization of the number of employees, flexible use of labor force. It should also be noted that the company policy on the selection

and recruitment of personnel, optimization of its number and structure is a priority for the company, since it plays an important role in achieving its mission and goals.

The analysis of recent studies and publications in which the solution of the problem was initiated. Research on personnel optimization issues, as an integral part of the planning of the company's activities, has become in our time its economic basis for all business entities and economic objects with various forms of ownership. Theoretical and methodological principles of personnel planning have been comprehensively studied in the works of such foreign and domestic scientists and scholars as: I. Bene, R. Bleya, V. Kramarenko, O. Krushelnytska, D. Mouton, O. Stakhiv, R. Hena, B. Kholod, V. Khramova, Y. Tsyapkina, S. Shershni.

Purpose of the article. Study of modern features of personnel planning of the enterprise, as well as development of recommendations and substantiation of directions for its improvement.

The presentation of the main material of the study. In modern conditions of running economy, it is necessary to game out various steps to achieve the success of an enterprise/organization. Personnel planning is the most important function that has a significant impact on their functioning, in order to provide the necessary workforce for the relevant roles and tasks at a given period. We can easily conclude that personnel planning is an analysis of the process and identification carried out by the organization regarding the needs for the workforce and, as a result, what the organization can achieve.

The main goal of personnel planning should be to ensure the ratio between the available workforce and the number of available jobs (by quantitative and qualitative characteristics: age, education, skills), necessary for the organization to achieve its strategic goals.

Investigating the arrangement of personnel planning of Ukrainian enterprises, we see that personnel issues are dealt with by the personnel service in most of them. In small and some medium-sized ones, it is the secretary-record keeper and partly the planning and economic department, the legal department, the accounting department and the head of the enterprise.

Usually HR, together with managers: coordinates the issues of hiring, firing and transferring employees of the enterprise. It prepares draft proposals to the management regarding the composition of certification and qualification committles, the procedure for their work, the design of materials for encouragement, rewards for high performance in work.

Personnel planning, therefore, encompasses several key components: projecting the enterprise's future demand for personnel across various categories; examining the labor market, particularly the segment of qualified professionals; assessing the current state of jobs within the organization; and formulating programs and initiatives aimed at personnel development.

Planning the training of new employees should be carried out according to professions. To determine the required number of students in different professions, it is necessary to establish: firstly, employees of which professions are an additionally needed and, secondly, employees of which specialties will come to the enterprise in vocational educational institutions.

Professional and economic training of employees in the system of advanced training and retraining of personnel should be continuous and be carried out throughout the entire labor activity with the aim of consistent expanding and deepening knowledge, improving the skills of employees.

Understanding the problem of competitiveness of the enterprise in the market, today, in such difficult conditions, the management of most enterprises is trying to create the environment favorable for the training of all employees, since labor productivity, quality of services and saving material resources depend on that. Therefore, timely and effective training, retraining, and professional development of personnel represent a critical factor in ensuring the socio-economic efficiency of an enterprise.

As a result of acquiring new knowledge, skills and practical work experience by employees, their professional and qualification advancement takes place. Based on the assessment conducted after completing the training, they are assigned a certain rank, and a transfer is made among professional, qualification and job groups of personnel.

The assignment of a head of the company or structural unit, as well as the promotion of a specialist to a managerial role, should be conducted in a planned and systematic manner, rather than as a reactive measure to an unforeseen vacancy, ensuring a seamless transition and succession in leadership positions.

Thus, we can conclude that the management of enterprises, despite the deterioration of the conditions under which they now have to work, is still trying to maintain the level of competitiveness of their employees, especially workers.

For this purpose, it is expedient to analyze the effectiveness of the use of the enterprise personnel, to conduct research in the following sequence: to determine the number and quality of personnel; to substantiate the degree of correspondence of personnel in terms of number, structure, and quality of the enterprise production capabilities.

Any enterprise calculates the nominal fund of working hours of personnel, taking into account its number, the established by law norms of the duration of the labor process, the specific for each calculation period number of days off and holidays and days of regular employee vacations, benefits provided to individual employees regarding the duration of vacations and working hours.

At Ukrainian enterprises further improvement of the personnel management system and personnel planning, in particular, should be based on the accumulated foreign experience. This is primarily about generalization and borrowing by the heads of enterprises and organizations of foreign progressive experience in the field of financing and stimulating in-house personnel training, the use of modern personnel assessment systems, the formation and application of a system of material incentives for various categories of employees, as well as the involvement of a significant part of the personnel in production management.

The main thing here is not to copy foreign models, but to analyze their gradual formation based on the trends of world experience, from which you can get a lot of valuable and useful things.

In companies of developed countries, two fundamentally different approaches to personnel management prevail: the USA and the Japanese models.

The USA approach is characterized by viewing human resources as a key driver of productivity growth. Employees are granted a certain degree of autonomy, and selection criteria emphasize education, practical experience, psychological compatibility, and teamwork abilities. There is a strong focus on narrow specialization among managers, engineers, and researchers. The USA managers typically prioritize individual performance and personal achievement.

In both small and large enterprises in industrialized countries like the United States and Canada, an open “entry-exit” employment policy is commonly practiced. This model features simplified hiring procedures and allows for the dismissal or reassignment of workers based on organizational needs.

In contrast, the Japanese model emphasizes long-term employment within a single organization. Recruitment focuses on the quality of education and the overall potential of candidates. Compensation is determined holistically, taking into account age, tenure, education, and capability to fulfill assigned tasks. Employees are actively involved in company-specific trade unions rather than industry-wide organizations.

Japanese firms also adopt a broader view of management roles, expecting managers to possess the versatility to operate across various functions. Consequently, during professional development, department heads are often encouraged to train in fields outside their current expertise.

Overall, Japan’s personnel management system emphasizes employment security, structured recruitment, continuous employee development, tenure-based compensation, and a flexible wage system.

The foreign experience in the formation and application of a multi-faceted system of material incentives for personnel deserves the biggest attention.

At the over overwhelming majority of enterprises, personnel services are engaged not only in personnel issues, but also in economic ones, for example, calculating salaries. The German Human Resources Management Society conducts a traditional survey of representatives of various enterprises on issues related to the activities of personnel services at enterprises. It is believed that the leading place in the work of personnel officers is the improvement of payments for work, training and advanced training [7]. Effective use of management personnel involves a periodic change in the type of activity of employees, a certain promotion.

Foreign experience shows that in modern conditions each employee is of particular importance, the influence of the quality of his work on the final results of the entire enterprise is increasing. Personnel

policy is carried out at all levels of management: top management, line managers and personnel management services.

International experience demonstrates that a management system must possess sufficient rigidity and the ability to maintain effective control in accordance with a clear hierarchical structure. This typically involves the establishment of centralized management, with a focus on consolidating key functions such as technical policy, finance, marketing, advertising, personnel training and placement, as well as monitoring performance indicators.

Particular attention should be given to international practices in personnel planning, which are grounded in the development of robust employee motivation systems. Key components—many of which can be adapted for use in domestic enterprises—include innovative bonus and incentive schemes, increased compensation for intellectual labor, and a high degree of wage individualization.

In general, the areas of improvement in personnel use indicators are use of certain unused opportunities for saving labor costs of enterprise personnel, which arise as a result of the influence of certain factors (improvement of equipment, technology, organization of production and labor). The effectiveness of its use depends primarily on the degree of application of these areas.

Directions to improve the indicators of effective personnel use can be classified according to the time of their use, as well as by the scope of occurrence. Thus, by the time of use, the directions are current (can be used depending on the real capabilities of the enterprise during a month, quarter or year) and prospective (are planned for the future year or several years according to the long-term plans of the enterprise).

According to the scope of occurrence, the directions to improve the indicators of personnel use are internal. They are identified and implemented directly at the enterprise itself, based on specific needs. Such directions are determined and depend primarily on the level of use of equipment, the available amount of raw materials, production materials, as well as on the efficiency of using working time, taking into account round-the-clock and intra-shift losses.

Thus, the following main directions to improve personnel planning and personnel use can be proposed: determining reserves to increase labor productivity through its high-quality organization; to improve personnel use indicators by reducing labor intensity; to develop a program of increasing average hourly and average daily output; to improve the organization, maintenance and certification of jobs, which contributes to the rational use of working time; to study and implement advanced methods and techniques of work; to improve the organization of recruitment, training and advanced training of personnel; to improve working conditions, which involves minimizing the harmfulness of production, heavy physical and psychological loads, as well as forming a system of occupational health and safety; developing a motivational mechanism aimed at strengthening the employee's sense of responsibility for the results of his work and the entire staff.

Within the framework of personnel planning, issues are resolved regarding the provision of the enterprise with the workforce of the required quality and in the required quantity, the effective use of personnel, and the improvement of social relations. These issues are an integral prerogative of the personnel service.

To solve this problem, it is possible to offer, for example, the department of labor organization and wages to use the extrapolation method to ensure a more accurate process of planning the enterprise personnel.

Also, in the process of planning the number of personnel, it is possible to recommend to use another method - the method of expert assessments. The content of this method is to use the opinions of specialists (mainly department heads) of the enterprise determining the needs for personnel [8]. However, an additional task arises for employees of the planning and economic department, which consists in spending time on collecting and processing the results obtained. This limits the employees of this department in terms of fulfilling their direct duties, and therefore an extraordinary task arises, first of all, for the management of the enterprise to delegate the authority of making personnel planning to other employees.

Enterprise employees involved in the workforce planning process can choose and propose one of the possible methods of expert assessments - a written survey (when each specialist is asked to answer a

pre-prepared list of questions) or the Delphi method (a written dialogue between employees involved in the personnel planning process and a group of experts [7]). Employees develop a list of questions regarding personnel needs and send it to experts, then employees process their answers and return the summarized results together with the list of questions to the experts. This procedure continues until the experts come to a common opinion on the needs for work force. Thus, using the expert assessment method, it is possible to determine the need for personnel more accurately, since each head of a separate department has better information regarding the provision of the department with employees, but the information provided by experts may be subjective, i.e. the number of required personnel may be overestimated or underestimated. However, compared to the method of staff number planning, which has found its application in practice by employees of the planning and economic department, the method of expert assessments is more accurate and provides more truthful information.

Another possibility to increase efficiency in the system of professional selection of candidates to fill vacant positions is the recommendation to use special tests, the advantage of which is a more accurate determination of the current state of the candidate in terms of his compliance with the requirements for the vacant position, which, unfortunately, cannot be achieved using questionnaire data.

Conclusions. The effective development and implementation of sustainable personnel planning demand the collaborative involvement of all employees within an enterprise. This process should be overseen by a dedicated unit—namely, the human resources management department and its leadership. However, the current reality shows that while large enterprises with adequate resources are able to sustain such units and hire qualified professionals, small and medium-sized businesses often lack the financial capacity to do so.

Since financial and economic difficulties do not allow most enterprises to hire new employees and increase the staff, the management needs to create conditions favorable for the training of all employees, because labor productivity, product quality, and savings of material resources depend on that.

The most accessible means of personnel planning for employees are: training through the organization of lectures, seminars, professional courses, as well as the use of the personnel rotation method.

It is advisable to use the following areas to improve personnel use: identifying reserves for labor productivity growth through its high-quality organization; improving personnel use indicators by reducing labor intensity; improving the organization of personnel selection, training and advanced training of the staff.

Only under the condition of coordinated and thoughtful work of personnel policy, of personnel service and, as a result, of personnel planning, the enterprise will be able to achieve a high level of development.

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