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### **Державна кадрова політика як галузь наукового знання**

#### **State personnel policy as a branch of scientific knowledge**

*The article considers the main directions of the scientific component of personnel policy, personnel and intellectual potential, economic and sectoral aspects of personnel policy. The actual developments in the field of personnel policy in the conditions of unfavorable economic situation are analyzed.*

**Keywords:** personnel policy, state personnel policy, personnel potential, personnel reserve.

**Problem setting** The development of a methodological basis for the study of state personnel policy is the most important condition for its knowledge. At the stage of complex market reforms, when all aspects of public life are prone to systemic crisis, for their successful completion, compliance with the interests of large social groups, meeting the needs of the population must pay special attention to the effective use of human potential.

**Analysis of recent research and publications** The problem of the state regulation of personnel policy and its impact on the country's economy directly related to the problem of expediency and the degree of influence of state intervention and difficult economic circumstances in the state. Most research in this area based on the works of famous scientists [2; 3; 6].

**The paper objective** is to investigate modern mechanisms of formation of the state personnel policy and formation of its components in the context of scientific knowledge.

**The paper main body** The theory of state personnel policy, and above all its concept, has been the subject of attention of scientists for many years. The difficulty is that there is no officially adopted state personnel policy, insufficient experience of positive personnel work in the new conditions; while it is very difficult to formulate its theoretical foundations. However, conceptual approaches and judgments are possible. There are different author's views, concepts that are constantly updated, adjusted.

In official and unofficial documents, speeches of politicians, businessmen, scientists and practitioners in recent years, the frequency of use of such concepts as "personnel shortage", "brain drain", "personnel policy", "personnel reserve", "management of the country", "reserve of managerial staff" has increased significantly. Considering the issue of personnel policy, first of all it is necessary to determine the conceptual apparatus in the field of formation and functioning of labor resources at the state level. The human potential of society is a characteristic of the professional opportunities of able-bodied citizens to participate in the professional activities of society, organization, enterprise. In itself, the reserve as a personnel technology is only part of the general policy of reproduction and questioning the personnel potential of the state personnel policy. Personnel policy in a broad sense - is the activity and system of relations of the subject of management in relation to personnel, human resources [2].

In the narrow sense of the word, politics is seen as an activity and relationship about retaining power or fighting for power. From this point of view, personnel policy should be considered as the activity and system of relations of the subject of management to personnel regarding the retention of power or the struggle for power. In the public consciousness, "personnel policy" has long been associated with the political struggle. In modern conditions, the weakness of civil society institutions leads to the fact that such a "pattern" of thinking is projected on other areas of society and the state as a whole. However, the phrase "personnel policy" in modern science has a broader,

depoliticized meaning - a purposeful system of the subject of management in relation to personnel or human resources [3].

The term "personnel policy" in management practice is quite ambiguous. The main difference in approaches to its use is that some researchers and practitioners understand personnel policy as personnel policy, ie interpret it quite broadly, including personnel work. Others, on the contrary, understand personnel policy as a kind of program of activities, a strategy for working with personnel. Considering the state personnel policy, we consider the second approach to be more reasonable. Under the state personnel policy, in this case, should be understood as a political course, a strategy for working with personnel at the national level.

The human potential of Ukraine consists of human resources that are able to participate in professional work, improve skills, productivity and quality of goods and services. Personnel work, theory and practice of personnel management should be built on the basis of the legally approved state personnel policy and in accordance with it. Its absence currently leads to the fact that the conceptual provisions are implemented in many cases in fragments and arbitrarily. The following levels of development and implementation of state personnel policy will be distinguished: state, regional, branch, municipal, local.

The basic provisions of the state personnel policy should operate: in public authorities, local governments, state organizations, institutions and enterprises - in full; in organizations and enterprises of various forms of ownership to the established share of state participation - in terms of regulation of personnel processes and relations defined by the relevant legal acts; in the non-governmental sphere - in terms of regulation of personnel processes and relations defined by the relevant legal acts [6].

However, the regulatory impact of state personnel policy on personnel management of organizations and enterprises of various forms of ownership is manifested not only through legislation. Mechanisms for implementing the state personnel policy are also the system of training and retraining and state control over

their use. Thus, the state personnel policy should be given a leading role in the labor management system of Ukraine.

In social terms, all types of social potential are closely linked by a single socio-subjective base, the population of the country, who are of working age and have no special labor contraindications. Also, human resources are part of the total resources of society, and the problems associated with its reproduction and demand - in the area of the most acute social and managerial issues of sustainable development. This makes the study of various aspects of the state and trends in the development of human resources of modern Ukrainian society not only relevant from a scientific point of view, but also necessary for public administration practice. The concept of "human resources of society" is socio-genetically related to such social categories as "vital forces of society", "sustainable development of society", "processes of social reproduction", "human development index", "human resources", "labor resource". Due to subjective manifestations, human resources can be considered at the individual (socio-subjective, personal), socio-group (by professional characteristics), socio-territorial (part of the administrative-subjective part of society) and social (connects interests) individual, society and state) levels.

In a more specific sense, human resources are professionally trained resources of society, able to participate in various differentiated activities. This implies that the concept of human resources includes not only the available opportunities of the working population, but also not yet realized due to objective conditions and subjective factors of ability and resources of labor activity of the population.

The state of human resources of Ukrainian society is largely determined by the composition of the population, its mentality, quantitative and qualitative parameters of its development, primarily the level of education, socio-professional structure, values in the field of labor and motivation [5].

Over the past two decades, negative trends have intensified due to declining population reproduction, reduction of the number of professional staff of younger age

groups, unfavorable demographic situation and reduction of life expectancy of able-bodied groups, leakage of skilled workers abroad, intensification of spontaneous migration processes regional disparities in the use of labor resources.

Assessment of human resources is a number of interrelated procedures of economic-statistical, sociological, socio-psychological, socio-cultural, medical and social, demographic analysis of various quantitative and qualitative indicators of human resources, trends, changes, conditions and factors that have a positive or negative impact on their course.

The development of human resources of Ukrainian society is influenced by many different factors that must be taken into account in the formation of state personnel policy. Among them are:

- formed features of the social structure of society and administrative-territorial organization, as well as its multinational composition;
- changing the demographic situation in the country, especially with regard to the reproduction and consolidation of highly qualified professionals;
- expansion of international cooperation, directly affects the professional and personnel structure of society and is associated not only with the direct emigration of national personnel abroad, but also with the introduction of world experience in the use of personnel technologies, improving the training system.

It should be borne in mind that the state is no longer a common employer and can not directly plan and manage a number of issues related to the formation and use of the labor market. The function of strategic planning to ensure the necessary conditions of national security in the field of labor as part of the economic system, as well as an effective mechanism for regulating social and labor relations in a semi-subjective market environment should be maintained. In fact, the mechanism of control over the processes of social partnership and the means for its activation in the form of a set of measures of state support and effective legislation. Only under such conditions it will be possible to simultaneously determine the need of society for qualified human resources,

to create an effective mechanism for their reproduction, demand and stabilization, to protect the rights and interests of employers and employees [4].

Having outlined the conceptual field, it is necessary to investigate the methodological approaches used in political science to understand such a phenomenon of state personnel policy as the formation of a personnel reserve.

From the standpoint of institutional theory, the institution of personnel reserve can be associated with stable forms of organizations and institutions in the political system, such as "state institution", "lobbying institution", "civil society", "party institution". The neo-institutional approach allows us to consider the formation of a reserve of personnel as a conflict of interests of different political forces: political parties, influential politicians, business structures, elements of civil society.

The process of forming a personnel reserve is increasingly reflected as a field for the struggle of stakeholders around the course of the state to renew the political elite. In fact, the personnel policy of the state is subject to the influence of lobbying structures: state, socio-political, business structures, professional communities, foreign structures, political parties. Many lobbyists tend to "torpedo" the necessary candidacy for a particular public office to strengthen their positions, strengthen administrative and resource capacity and promote interests [6].

Modern administrative reforms are a process of structural changes in the work of the state apparatus, aimed at improving its efficiency and quality of decisions. The aim is to create an effective apparatus, increase the sense of social responsibility of civil servants, provide greater sensitivity to the needs of a particular person. From the point of view of such a political institution as civil society, the change of priorities in the activities of the state is associated with rethinking and revising the basic principles of organization of the state apparatus, active search for new forms and methods of work in society. In Western countries, such a fundamental influence of the institution of civil society on the state was reborn in the concept of "service state". This was due to the consequences of the global economic crisis, the failure of the policy of "welfare

society", the curtailment of many important social programs against the background of the constant growth of the state apparatus and reduced efficiency of public administration. The crisis of legitimacy in the relationship between the state and society has become one of the most important reasons for active reforms.

### **Conclusions of the research and prospects of the further studies in this field**

The state personnel policy should contain priorities that determine its strategic and tactical goals, objectives, directions of implementation, and which are allocated by the state on the basis of the public need for human resources development. At the same time, if society is a source of interest and needs in the development of its human resources, then the state is a source of political will to meet them. In this case, the effectiveness of state personnel policy is determined by the full satisfaction of public interests and needs in the development of human resources.

Fundamental changes in all spheres of the country's life require new leaders, a new generation of managers, a radical improvement of the state's personnel policy and, as a consequence, the development of effective mechanisms for the formation of a personnel reserve. In the current conditions, it is with such a major political institution that the state identifies the institution of the country's personnel reserve. The state is responsible for high-quality staffing of the government, the rational placement of employees at different levels and branches of government, the effective use of their personal abilities, taking into account the situation in the system of state and municipal personnel management.

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