

9.5 Anti-crisis personnel management in the conditions of restructuring

The constant evolution of economic, political and social relations in an unstable environment requires flexibility and adaptability from enterprises, which, first of all, is realized through effective management. This problem is especially acute in the field of personnel management, as the most valuable resource of any enterprise. The main contradictions leading to the disintegration of the traditional staff structure are related to its non-compliance with the new staffing requirements (employment level, professional qualification structure, cost structure, operation mode and employment efficiency).

The main direction of structural transformations is a comprehensive reform of the vast majority of enterprises in the direction of technological modernization and radical changes in management systems, the implementation of enterprise restructuring. In modern conditions, this process becomes an objective necessity that ensures the competitiveness of the enterprise and its survival. Some companies have tried to do without major changes and avoid radical restructuring, but this has led to the disappearance of one of five companies from the list of leading corporations in the world.

A key aspect of the overall strategy of development of enterprises, organizations, firms, as well as social production in general, is the implementation of active structural policies that contribute to strengthening the economy of Ukraine, increasing the economic potential of the country. Analyzing the current state of Ukraine's economy, we can say that it is characterized by a deformed structure of production. Therefore, the need for structural adjustment of production capacity for its effective development is obvious. This can be achieved by eliminating inefficiency of enterprises, or by pursuing a policy of restructuring and rehabilitating those enterprises that are potentially competitive. The goal of restructuring as a process is to create business entities that are competitive and efficient.

The concept of "restructuring" as a process of comprehensive change of methods and conditions of the company in accordance with external market conditions and the

strategy of its development in the economic categorical apparatus is relatively new. The term "restructuring" was coined by Jack Welch in the early 1980s and in that context meant a one-off, comprehensive process of structural transformation, which translates companies from the production type of organization to the market [500, 501, 502]. The beginning of the widespread use of this term is associated with a radical revision of the economic role of the state in developed countries.

Today there is no single terminological basis for defining the essence of the category "restructuring". There are several points of view on the content and essence of the terminological apparatus of organizational change, on which their classification is based. The terms "restructuring", "reform" and "reorganization" are defined by some researchers as close in meaning and this is true, but the only terminological basis for identifying the essence of these categories requires a clearer definition. The desire of different authors to emphasize in these terms the most significant in their view sometimes leads to different interpretations of the same definition.

David Vance [501] treats restructuring as a comprehensive change in the structure of assets and liabilities of the enterprise, as well as management system to create long-term efficiency and competitiveness of its production. Stuart C. Gilson [502] identifies viable parts of the company A. Janovsky [503] considers restructuring as a comprehensive change in the methods of operation of the enterprise, aimed at identifying from its existing structure of the most effective independent business units.

Analyzing the definition of "enterprise restructuring" given by different authors, it should be noted that the complexity of this process is due to the ambiguity of its interpretations, which is why many of them reflect only some of its aspects.

A number of scientists, namely L. Vodachek, N. Blyakhman, Z. Shershneva [504, 505, 506] give the definition of "restructuring" in the most general form, characterizing it as: "complex and interconnected changes in structures, which ensure the functioning of the enterprise as a whole"; "the process of various transformations as for a large number of different objects, it is associated with a change in their structure"; "the process of a complex set of methods of functioning."

There are scientific works where restructuring is identified with the concept of "reform". Reform is seen as a change in the principles of the enterprise aimed at their restructuring, and restructuring is the main means of enterprise reform. Some authors, namely L. Bazhutkina, even consider the terms "restructuring" and "reorganization" synonyms [507]. And, for example, I. Mazur [508], on the contrary, argue that reorganization is an independent category that is interpreted as mergers and acquisitions, division and separation, transformation, which in fact corresponds to the legal framework existing in Ukraine. There is an opinion held by V. Medinsky that restructuring is one of the tasks of the concept of business process reengineering [509].

Thus, it can be noted that the definition of "restructuring" is contradictory, where on the one hand one of the structural elements of restructuring is reorganization, and on the other hand, restructuring and reorganization are considered as different concepts.

There are a number of objective differences in the definitions of restructuring, reorganization and other related concepts. One of the most important is that the restructuring requires significant resources (technological, financial, material, managerial, organizational, human) as well as preliminary preparation, research, careful planning to achieve economic and social impact.

Restructuring is a mechanism primarily aimed at changing the structure. Changes in the structure of the enterprise are ongoing. The volume and range of products, the composition of shareholders and staff of enterprises are changing; the company receives loans from the bank and repays them. But most of these changes are current and not fundamental. The main feature of restructuring in contrast to the current individual changes in production, capital structure, ownership or markets is that it is not part of the operating business cycle of the enterprise. Restructuring goes beyond current activities - these are significant changes in the structure of the enterprise, aimed at achieving long-term goals, preventing a crisis in its development or solving other strategic objectives. It includes a multifaceted and interconnected set of activities, processes, methods, ranging from comprehensive diagnostics to significant changes in the organizational structure, business processes and more. The need for a

comprehensive nature of the changes that affect virtually all aspects of the enterprise, leads to restructuring.

Another significant difference between restructuring is that it affects both strategic and operational aspects of the enterprise. Only restructuring can lead to a complete rebirth of the enterprise, including finance, marketing, production, innovation, management system, personnel policy. Reforming and reorganization cannot lead to such profound strategic and tactical changes of the enterprise or complex as a whole, their tasks are more local.

It should be noted a successful analysis of the differences between reorganization and reform in the works of I. Mazur and V. Shapiro [508]. Reorganization is defined as the transformation, restructuring of the organizational structure of the enterprise while maintaining its fixed assets and production capacity, with the dominance of organizational and managerial aspects. Reform means changing the principles of the enterprise, which improves management, improves production efficiency and competitiveness, productivity, reduces production costs, improves financial and economic performance, with special attention paid to production and economic aspects.

In contrast to restructuring, the reform and reorganization processes are more operational and less strategic. In addition, reorganization and reform affect a much smaller number of sectors, both the enterprise and the complex as a whole.

As for the interpretation of the definition of restructuring, many of them do not pay due attention to its function, such as the need to adapt the enterprise as a whole to changes in the external environment, which is stimulated by integration and globalization (table 1).

We summarize the definitions of the essence of the concept of "restructuring", proposed by various authors.

Table 1

Definition of "restructuring"

Author	Definition of the concept
1	2
Carla Zilka [500]	The process that leads to radical changes in the activities of the enterprise, its workforce, the structure of finance.
Afonin A., Nesterchuk V. [510]	Complex organizational and economic, legal, production and technical means aimed at changing the structure of the enterprise, its management, forms of ownership.
Blyakhman N. [505]	Radical change in the structure of the economic organization (assets, property, finance, management, personnel, etc.).
Vodachek L. [504]	A set of complex and interconnected changes in the structures that ensure the functioning of the enterprise.
David Vance [501]	Structural restructuring based on the creation of business units in the division, merger, liquidation, existing and creation of new structural units, the accession of new enterprises or the acquisition of shares in the share capital.
Mazur I., Shapiro V. [508]	A set of measures to comprehensively bring the conditions of operation of enterprises in line with changing market conditions and the developed strategy of its development. Restructuring includes improving the structure and functions of management, overcoming the backlog in technical and technological aspects of activities, improving financial and economic policy.
Medinsky V. [509]	One of the tasks of the concept of business process reengineering, as a fundamental rethinking and radical restructuring in order to radically improve the critical performance indicators of the firm.
Milner B. [511]	Restructuring of the enterprise, aimed at increasing its competitiveness and is carried out through changes in the use of resources and activities to achieve the goals of the enterprise.
Interdisciplinary Dictionary of Management [511]	Consistent implementation of a number of organizational and economic, legal, technological, informational measures aimed at eliminating contradictions between changes in the external environment and the internal environment of the enterprise. Comprehensive program of change implementation, which aims to increase the market value of the enterprise.
Shopenko V. [512]	Transformation of marketing and production, organizational and financial structure of the enterprise.

Continuation of the table 1

Shershneva Z. [513]	Implementation of organizational and economic, financial and economic, legal, technical measures aimed at reorganizing the enterprise
Yanovsky A. [503]	Bringing the organizational and production structure of enterprises in line with the volume of products for which there is effective demand.
Author's definition	The process of optimizing the functioning of the enterprise through a comprehensive strategic transformation of its internal relationships, which is innovative and aimed at transforming the structure of the enterprise according to its mission and strategic goals in a changing environment.

It should be noted that despite the fact that a large number of scientific papers are devoted to the problems of restructuring, in modern science there is no consensus on what is restructuring. Interpretation of this concept requires refinement and improvement, because the justification should include not only the definition of the essence of restructuring, but also such elements as: the source of this category; criteria for evaluating results; formulation of principles of implementation; classification of types and directions.

In the Interdisciplinary Dictionary of Management [514] identified types and forms of restructuring. The main types, depending on the purpose of its implementation include rehabilitation, adaptation, advanced restructuring. The forms, depending on the nature of the measures taken include restructuring of production, assets, finance, and corporate restructuring. Thus, in previous scientific works, the staff of the enterprise was not considered as a separate object of restructuring and research in this direction was not conducted. The need to separate staff as a specific object of restructuring concluded scientist Z. Shershneva, who singled out organizational and managerial restructuring in the structure of the general restructuring of the enterprise, defined it as "bringing the structure of the company, its management system in line with external and internal operating conditions to improve internal and external interaction between elements of its system" [513, p. 464].

Summarizing the approaches to restructuring in terms of world and Ukrainian science and practice, the following classification of restructuring processes is proposed (fig. 1), which identifies the place of personnel restructuring as a specific socio-economic object.

The complexity of enterprise restructuring in Ukraine is characterized by the fact that it is accompanied by the transformation of the economy as a whole. Restructuring is a process that takes place in successive and parallel order at different levels of the economy; requires considerable time; vision of the prospects of enterprise development in the new economic situation. The choice of means and methods of enterprise restructuring depends on the reasons that cause the objective conditionality of its implementation.

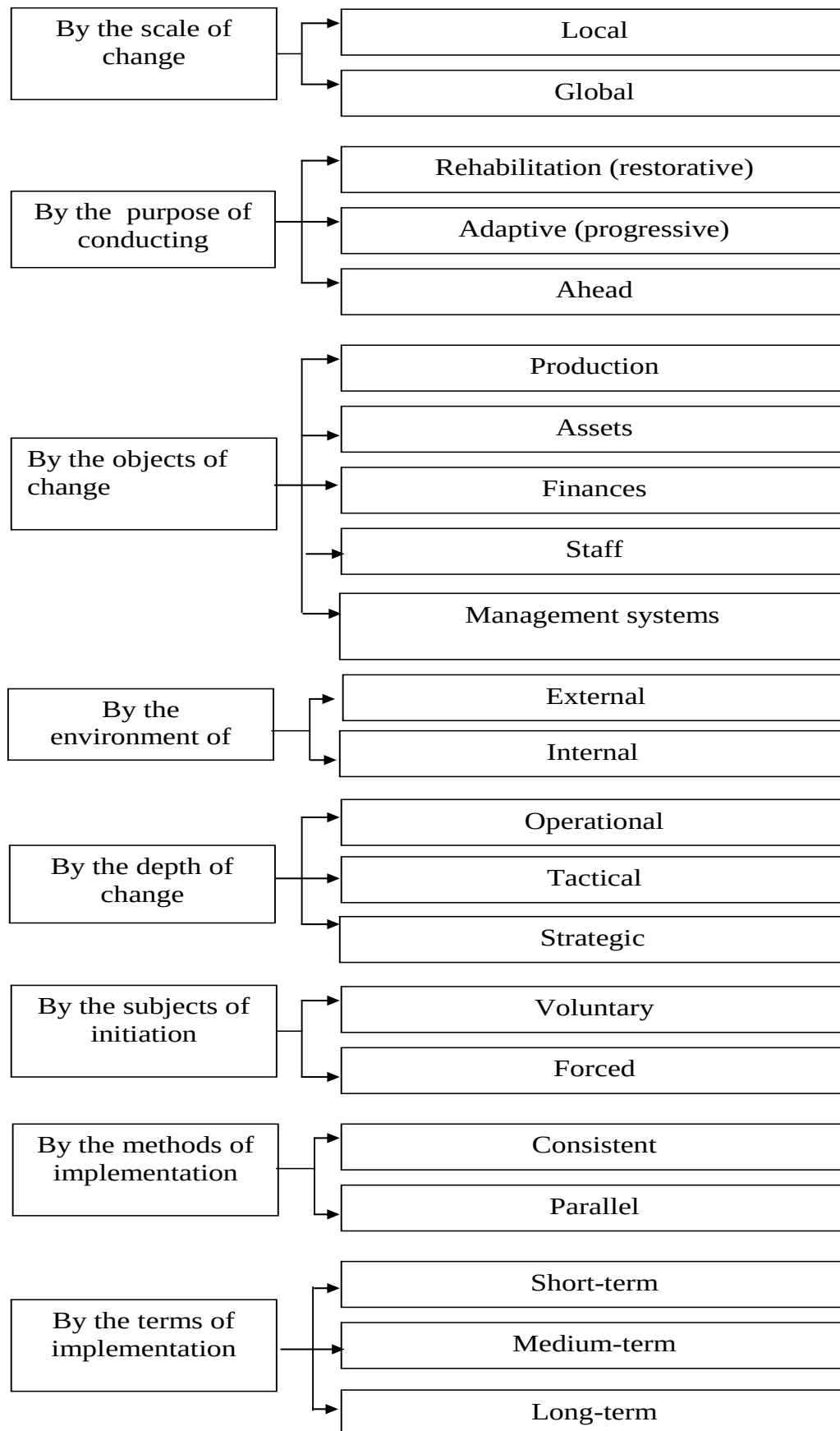


Fig. 1. Classification of types of enterprise restructuring

The study of the peculiarities of the development of the Ukrainian economy and the nature of the functioning of domestic economic entities allowed us to identify a set of reasons that necessitate the restructuring of enterprises (table 2).

Table 2

External and internal preconditions for enterprise restructuring

<i>External prerequisites</i>	<i>Internal prerequisites</i>
Creating a single global business environment	Changing the development strategy of the enterprise
Technological diversity of the Ukrainian economy	Deterioration of economic and financial indicators
Internationalization of production - the creation of a global market for goods, services, information and technology	The need to optimize the asset structure of the enterprise
Formation of a new market model of innovative economic development - "new economy" ("Knowledge economy")	Crisis of the enterprise and the possibility of bankruptcy
The need to increase the environmental friendliness of national production	The need to form a new style of leadership and improve the management mechanism
High energy intensity of Ukrainian enterprises	Social tensions in the team and reduced quality of working life of employees.
The need for the country's economy to emerge from the economic crisis that has engulfed all world powers	The need to increase the investment attractiveness of the enterprise

The need for enterprise restructuring determines the formation of a single global business environment, based on the basic idea of globalization: the integration of countries into world society and their overall development. The objective nature of globalization and its decisive impact on society as a whole, as well as on the activities of individual economic entities, determine the need to understand the contradictory nature of this process. The globalization of the business environment has a twofold nature of impact on businesses, highlighted by its positive aspects and threats.

Internationalization of production - the creation of a global market for goods, services, information and technology, capital, labor, is another reason that encourages companies to restructure. Back in the mid-twentieth century, more than 80% of US firms dealt only with American suppliers and consumers. In the 90's, most of them had to use cheaper foreign raw materials and components, knocking down more and more products in other countries to fight for the market with foreign competitors [505]. Economic integration must be the result of diplomatic, international agreements, economic agreements; involves a radical transformation of the entire economic base of social production, which operated in a non-market, low-competitive environment. This transformation requires a radical restructuring of the basic economic link – the company.

Restructuring of Ukrainian enterprises should ensure the growth of energy efficiency through the introduction of energy-saving equipment, materials and the use of diversified energy sources.

Transformational processes in the world economy, the material basis of which is a change in the technological mode of production is accompanied by processes of humanization, greening and socialization of the economy. While as the competitiveness of the leading states is considered through the prism of ecologically harmonized functioning of their enterprises. Currently Ukraine has the worst environmental performance of production compared to European and developed countries. This is evidence of the need to restructure business entities taking into account the environmental component.

Formation of socially-oriented market economy in Ukraine, ensuring its normal functioning is possible under the development of social and labor sphere on the basis of renewed restructured economy, which provides an in-depth analysis of the economic situation and strategy for both economic and social development, building a national system of social and labor relations recognized by the world community.

The success of the restructuring largely depends on the extent to which the manager can adequately assess the real difficulties associated with it and, according to them, to rebuild both himself and to undertake the reorganization of the company. The

complexity and multidimensionality of the restructuring process requires staff to work as a well-coordinated team.

In the conditions of restructuring the role of the head radically changes, than in stable working conditions. The leader must be able to make every effort in a short period of time, have the necessary qualities and have a person to whom in different cases will be able to delegate rights.

Restructuring should be based on certain principles, which will avoid systemic errors in its implementation, so the first principle is systemacy, which correlates with all subsequent principles (table 3).

Table 3

Principles of restructuring

Principle	Essential characteristics
1	2
Systematic	Determining the integrity of elements and relationships, comparing properties, finding the boundaries of internal and external environment.
Sequence	Restructuring from a certain, pre-developed technology, which provides a clear definition and procedure for restructuring procedures.
Target orientation	The goal determines the development of the plan, the choice of tasks and the sequence of their solution, aimed at the expected result. The principle requires the coordination of local issues with the long-term strategy of enterprise restructuring.
Cohesion	Integration of all business, socio-psychological and organizational relations, acceptance of restructuring goals by all employees, readiness to work together to achieve them.
Efficiency and flexibility	Availability of tools and measures for operational changes in the restructuring program in uncertain and unpredictable situations in order to adapt to changing conditions.
Conceptuality	A single system of standards, requirements, categories, terms. Agreed with all participants in the process of purpose, stages, phases, functions.

Continuation of the table 3

1	2
Transparency	Openness and accessibility for all employees and departments of the program of measures, documents, methods, rights, responsibilities, deadlines.
Innovation	Constant search and initiation of perspective changes of needs, use of new methods, forms of communication, support of creative potential.
Effective control	Availability of feedback, adjustment of ineffective means, evaluation of the results of each stage, determination of further adjusted management actions, availability of clear criteria for evaluating the effectiveness of operations and an accurate reporting system.
Stabilization and controllability	Prevention of spontaneity, unpredictability, loss of control of the restructuring process, fixation of positive results in the control of time and quality of processes.

To consider the problem of enterprise restructuring against the background of the transformation of social and labor relations is due to the fact that solving the most important tasks of socio-economic reforms in Ukraine, namely stabilizing the socio-economic and political situation, formation and development of new technological level population level – can be implemented primarily on the basis of interaction and achieving a balance of interests of all participants in social and labor relations.

Reforming the system of social and labor relations should include ensuring the freedoms and rights of employees and employers, stable employment, decent wages, social protection, coherence of interests of all subjects of social and labor relations to reach a compromise in decision-making.

Formation of socially-oriented market economy in Ukraine, ensuring its normal functioning is possible under the development of social and labor sphere on the basis of renewed restructured economy, which provides an in-depth analysis of the economic situation and strategy for both economic and social development, building a national system of social and labor relations recognized by the world community.

The creation of a system of methods and technologies of enterprise management is associated with a continuous scientific search for the optimal solution of complex

economic and socio-political problems, radical renewal of all levels of government. Manifestations of the economic crisis and its consequences have led to the formation of a new type of enterprises that are focused on survival and trying to continue their activities in extremely unstable conditions.

The impact of changes in traditional resource and product flows necessitate the restructuring of the enterprise by bringing the structure of the enterprise in line with external conditions. The main element of the restructuring of the management system of the enterprise is the staff, which can be both an object and a subject of management, which is the main specific feature of personnel management. Personnel management is carried out in the process of performing purposeful actions, thus providing the main stages and functions: defining goals, main areas of work with staff; organization of work on the implementation of decisions; control over the implementation of decisions.

Changes in the structure of personnel should be considered as part of the process of restructuring the enterprise as a whole. The main contradiction leading to the disintegration of the traditional structure is the non-compliance of staff with the new requirements (employment level, professional qualification structure, structure of costs, employment mode and efficiency), which necessitates restructuring staff.

The analysis of practice of the Ukrainian enterprises allows allocating the following leading directions of retraining of the personnel from positions of influence on it of changes in manufacture:

1. Retraining of personnel in the framework of the development of new products, which on technical and technological grounds are close to the traditional products of the enterprise. In this case, companies focus primarily on preventing negative changes in staff, especially in relation to highly qualified personnel in the field of research and production.

2. Conversion to production, which involves the use of simplified technical and technological base of production. With this approach, there is no need for long-term and large-scale reconstruction programs of the enterprise, but social costs are rising sharply, there is a primitivization of the professional qualification structure of staff.

3. Re-profiling in the framework of related economic activities, often weakly related to the main production (trade, business services, real estate rental, etc.). In this case, a gradual transition to new activities and timely retraining measures are needed. The main problems in this case are related to ensuring a reasonable level of diversification of the enterprise, as well as maintaining flexible links between primary and secondary industries (including mobile movement of personnel when changing conditions in certain areas).

4. Redesign when changing the ratio between existing types of production. Significant problems with this approach are related to the inability in most cases to compensate for the decline in one type of product by increasing the output of other products.

In modern conditions there is a need for a variety of approaches to personnel management, a set of which will eliminate disregard for conditions, one-sided methods, neglect of the interests of employees; the main problems that arise in the course of economic activity of the enterprise are considered only by the owner of the enterprise.

Anti-crisis personnel management is the management of the formation of competitive labor potential in the light of risks, changes in its external and internal environment, which allows the organization to survive, develop and achieve its goals in the long run. The anti-crisis strategy for personnel provides the strategy of the firm, and any planned changes in its activities must be timely provided by changes in the number and structure of personnel, skills and abilities of employees, motivation, structure and management methods.

Strategic personnel management allows to solve the following tasks [515]:

providing the organization with the necessary labor potential in accordance with its strategy;

formation of the internal environment of the organization in such a way that the internal organizational culture, value orientations, priorities in the needs create conditions and stimulate the reproduction and realization of labor potential and strategic management;

solving problems related to functional organizational management structures, including personnel management;

the possibility of resolving contradictions in matters of centralization/decentralization of personnel management.

The anti-crisis management of persons in the conditions of change should be based on principles, which are multilevel in nature and apply to different areas of the enterprise.

The principles of anti-crisis personnel management are the rules, basic provisions and norms that should be followed by managers and specialists of personnel management departments in the formation of the personnel management system of the enterprise in times of crisis. The principles of building a personnel management system are the result of generalization of objectively valid economic laws and patterns. We distinguish two groups of principles for building a system of anti-crisis personnel management: the principles that characterize the requirements for the formation of personnel management system, and the principles that determine the direction of development of personnel management system.

The principles of anti-crisis personnel management, implemented in the process of overcoming the crisis, are given in table 4.

Table 4

Principles of building a personnel management system in the organization

Principle	Content
1	2
Compliance of personnel management functions with production goals	Personnel management functions are formed and changed not arbitrarily, but in accordance with the needs and goals of production.

Continuation of the table 4

1	2
The primacy of personnel management functions	The composition of the subsystems of the personnel management system, organizational structure, requirements for workers and their number depend on the content, number and complexity of personnel management functions.
The optimal ratio of management orientations	The need to anticipate the orientation of personnel management functions on the development of production in comparison with the functions aimed at ensuring the functioning of production.
Potential mastery of functions	Each HR manager must be able to temporarily perform the functions of a superior, subordinate employee and one or two employees of their level.
Economy	Assumes the most efficient and economical organization of personnel management system, reducing the share of costs for the management system in total costs.
Progressiveness	Compliance of the personnel management system with advanced foreign and domestic counterparts.
Perspective	It is necessary to take into account the prospects for the development of the organization
Complexity	It is necessary to take into account all the factors that affect the management system (relations with higher authorities, contractual relations, the state of the object of management, etc.).
Efficiency	Timely decision-making on the analysis and improvement of the personnel management system, preventing deviations.
Optimality	Proposals for the formation of personnel management system and the choice of the most rational option for specific production conditions.
Simplicity	The simpler the personnel management system, the better it works.
Science	The development of measures should be based on the achievements of science in the field of management, taking into account changes in the laws of development of social production in market conditions.

End of the table 4

1	2
Hierarchy	Hierarchical interaction between management units (structural units or individual managers) must be ensured.
Autonomy	The personnel management system must ensure the rational autonomy of structural units or individual managers.
Stability	It is necessary to provide special regulators that, if the organization deviates from the set goal, put one or another worker or unit at a disadvantage and encourage them to regulate the personnel management system.

The system of principles must have the capacity for dialectical development, be constantly tested and proven in practice. Therefore, an important problem is the definition and classification of general and partial principles of crisis management. Principles are the nature of optimal rules, norms formulated by people in a particular field of application. As defined by V. Knorring, the principles of management are objective, known through a system of subject-object relations, but they are not absolute truth, but are only a tool to influence the managed system [516, p.67]. The principles of anti-crisis personnel management should be the main provisions and norms that should be followed by managers and specialists in the restructuring process.

Based on the principles of restructuring and the principles of personnel management, a system of general and partial principles of anti-crisis personnel management has been formed (fig. 2).

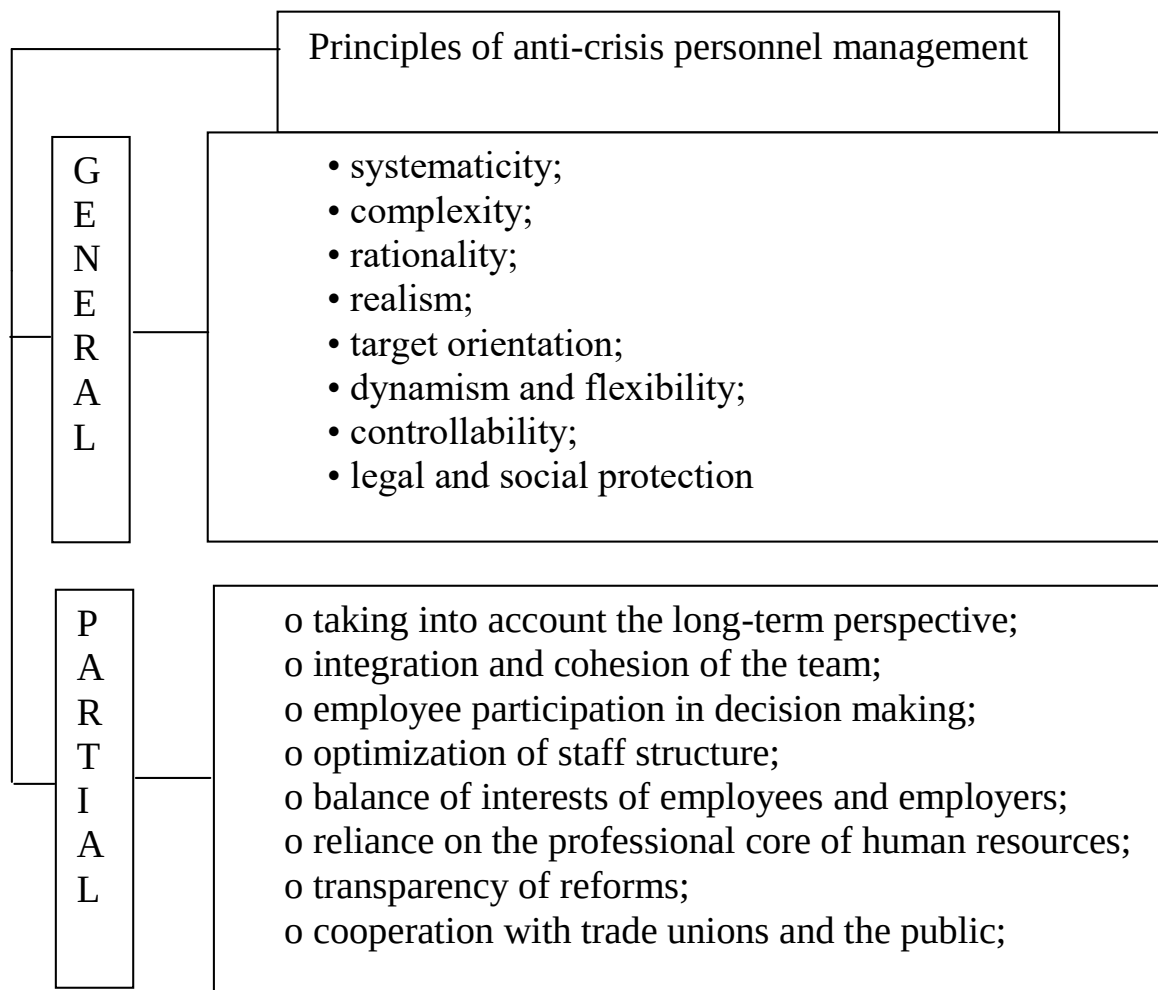


Fig. 2. Principles of anti-crisis personnel management

The group of general principles of anti-crisis personnel management includes the following principles: systematics; complexity; rationality; realism; project orientation; dynamism; centralization and decentralization; legal and social protection.

The principle of systematics. Crisis management requires managers and human resources staff to view the company's staff as a holistic, interdependent dynamic system that encompasses all categories of employees and is closely linked to the external environment. The systemic nature of management involves a coordinated approach to all processes of formation and use of personnel of the enterprise: recruitment, selection, placement of personnel, their training, movement and development.

The principle of complexity. When planning measures for anti-crisis personnel management should take into account all the elements, the relationship of enterprise

and personnel management system, all the factors that affect the production and social relations.

The principle of rationality. The choice of methods, terms, elements to be reformed or reduced should be based on the most rational option for the specific conditions prevailing in the enterprise. Crisis management should lead to the most efficient and economical organization of the management system, to reduce staff costs, to increase efficiency.

Realism. Anti-crisis personnel management should take place in the objective conditions prevailing at the enterprise. Therefore, the interdependence of structural elements of the organizational structure should be taken into account when making reductions, for which, if necessary, subsequently take measures to stabilize the new organizational structure and psychological support of staff. Preference should be given to reducing levels in the organizational structure, rather than jobs, while the staff structure that is relevant to the situation, enjoys the support of the team and in accordance with the recovery plan should be maintained; large-scale staff reductions should not be indulged in.

The principle of targeting. Most restructuring problems are multi-purpose and the goals of individual subsystems may not coincide. Therefore, the overall goal for which the crisis management was launched should be adhered to.

The principle of dynamism and flexibility. Crisis management is a long-term project and should take into account the time factor in carrying out organizational and structural changes. The frequency and causes of change are specific to each task, which should be flexible and adaptable to existing conditions.

The principle of controllability. The essence of this principle is in the division of powers and responsibilities in making managerial decisions. At one pole of the implementation of this principle – all decisions are made by one leader, and all lower levels of government only follow his orders. On the other, decisions are made by middle managers responsible for specific management functions. For effective management of reforms it is necessary to adhere to the optimal level of centralization and decentralization in the structure of formal government, to provide feedback, means

of evaluating results, determining further adjusted management actions. Loss of control of the restructuring process should be prevented, for which it is necessary to control the timing and results of the restructuring process.

The principle of legal and social protection. This principle presupposes strict observance and enforcement of laws and legal acts based on them. It also requires knowledge of managers, entrepreneurs, employees of human resources norms of administrative, civil, labor, economic, criminal and other branches of law.

Let`s consider in more detail the partial principles.

The principle of taking into account the long term perspective. The implementation of this principle involves the implementation of strategic forecasting and development planning. The strategic plan should contain answers to the questions: how many employees, what qualifications will be needed; when, at what stages and under what circumstances they will be involved, which jobs will be reduced, whether new ones will be created and in what number, whether there will be a need to reduce staff, in their retraining, retraining; what costs are required by the expected personnel changes.

The principle of integration and cohesion of the team. The implementation of this principle is possible in the education of the team in the spirit of corporate, joint responsibility. It is important to maintain trusting relationships of employees with managers at different levels and respect for employees, to ensure decent pay.

The principle of employee participation in decision making. Employees should participate in the discussion of possible solutions, express their recommendations and make suggestions for improving one or another option. Such participation prevents the resistance of staff to organizational and technological innovations, promotes not only mutual understanding between managers and ordinary workers, but also increases productivity.

The principle of reliance on the professional core of human resources, which is a set of abilities of employees of the enterprise, giving it a strategic advantage in the markets of goods, services and knowledge. Professional core provides sustainable profit growth (ability to innovate, create and maintain internal and external relations,

build an attractive image of the company, control over strategically important resources), these skills should be the basis for developing and making strategically important decisions to ensure enterprise development and its adaptation to changing environmental conditions.

The principle of maintaining a balance of interests of employees and employers. First of all, management should have information about what their subordinates think about business, the content of the management of managers, working conditions and wages, the directions and prospects of human resources development in the enterprise. Taking into account the interests of all participants in the restructuring process should be of a contractual nature and adhere to the principles of social partnership.

Principles of cooperation with trade unions and public organizations. Trade unions perform the functions of protecting the economic interests of employees, and actively seek to respect their legal rights in the field of labor relations. Therefore, in the process of restructuring, it is necessary to actively cooperate with trade unions and the public, establish partnerships, implement agreements, and use their opportunities and authority in the event of conflicts.

The given system of principles of restructuring allows defining both the general and specific principles considering internal and external environment of the enterprise in system of personnel management. A comprehensive approach to defining the principles of management ensures the success of the operation and development of the enterprise as a holistic system in a market environment, and their application allows reasonable management decisions, optimize structure, improve organizational processes, predict prospects for crisis development.

Structural measures in the field of staff may be different, but above all they must provide the necessary numerical and functional flexibility. The simplest form of enterprise response to external changes is associated with numerical flexibility. In this case, when the demand for products decreases, the company is forced to reduce production and, accordingly, either reduce the number of employees or reduce their wages (and this should lead to a natural outflow of the marginal group of employees

dissatisfied with this level of wages). With the growing demand for products, the reverse process takes place – attracting new employees.

However, the dominance of technological specialization does not allow establishing a close relationship between the dynamics of production and the amount of resources used in the production process. For this reason, the dismissal of workers at Ukrainian enterprises may lead to the rupture of a single reproductive production chain. As a result, the number of industrial production staff is reduced by 1,5 - 2 times slower than the decline in industrial production.

Using part-time workers and giving them forced leave leads to hidden unemployment. Part-time work is being resorted to prevent redundancies. From a certain point in time, the use of forced leave begins.

As the structure of domestic enterprises significantly complicates the provision of numerical and functional flexibility, enterprises are forced to use differentiated methods of influencing staff. The need for such methods is also due to the fact that with the total overstaffing at most companies in the leading professions there is a shortage of workers capable of performing work in complex areas of production. Therefore, jobs at the company are divided into priority and non-priority. For staff employed in priority jobs, high salaries, bonuses and surcharges, benefits, job security, a guarantee of long-term employment, a convenient schedule of the working day. Unprivileged groups of staff are in a completely different position. They are trying to save on them in every possible way, but they are first of all joining the ranks of the unemployed.

Thus, there is a segmentation of staff, when some groups of employees are consistently higher than others in the whole set of indicators. The main thing among these indicators is not even the level of income (for non-priority workers it can sometimes be even higher than for priority ones), but the stability of employment. Accordingly, there are opposite trends in the internal competition of the company's staff: within the elite for the opportunity to remain in the management of the company; inside outsiders for the right to stay in the company. The fiercest competition exists by averaging "equal" groups.

The difficulty of a differentiated approach is as follows: trying to realize the interests of the staff, which is a large majority, the company is forced to pursue a policy in the interests of staff, which is a "quality" majority (elite groups). At the same time, the company inevitably exacerbates labor conflicts. Therefore, this approach has its limitations. Therefore, the question of ways to restructure the staff of enterprises in transition economies remains open.

It should be noted that anti-crisis personnel management is closely related to the laws of anti-crisis management of enterprises and is manifested in the following [517, p. 216-217]:

the maximum self-sufficiency of production allows to reduce losses on underload of the personnel;

in the absence of mechanisms for flexible redistribution of personnel, it is necessary to use labor-intensive technologies to reduce social tensions both in enterprises and in the regions;

in conditions of financial instability, non-monetary forms of reimbursement of labor costs (including the use of in-kind remuneration related to, for example, the issuance of food received in exchange for food and other consumer goods) are becoming widespread;

as a consequence of "washing out" of high-tech and complex products there is a simplification of professional qualification structure of the personnel at its re-profiling for use in less complex industries.

In contrast to crisis management, personnel restructuring will be considered as a permanent process, which according to the classification on the scale of change can be local or global; for the purpose of carrying out – remediation, adaptation or anticipatory; by the depth of change - operational, tactical or strategic; in terms of implementation – short-term, medium-term or long-term.

In general, the analysis of the situation and development of human resources of enterprises allows us to draw the following conclusions:

1. Directions and methods of personnel change are due to both the crisis factors of the transition economy and the specifics of the structure of enterprises.

2. In the conditions of structural crisis the enterprises constantly try to carry out changes of the personnel in considerable volumes and in the reduced term in the absence of necessary for this purpose financial, organizational, informational, material maintenance.

3. As socio-economic and other contradictions increase, the anti-crisis model of enterprise personnel restructuring is formed spontaneously.

4. Increased flexibility has manifested itself in the use of part-time work, contract employment, unpaid leave, wage arrears, and increasing wage differentiation.

5. Some flexibility has allowed companies to adapt to changing or temporarily difficult conditions, eased the weight of the transition for many workers, and saved their jobs.

The process of anti-crisis personnel management should be considered from the standpoint of a systems approach. This approach to the study of management problems has been used in numerous works of domestic and foreign scientists, such as V. Ponomarenko [518], O. Pushkar [519], G. Nazarova [520] and others. Widespread use of the systems approach is due to the fact that this approach, which features the study of any object as a complex holistic system, allows comprehensive, at the level of specific characteristics to assess the object, analyze the situation within the system and the best how to organize the decision-making process. The systems approach is used as a way to organize these problems, through which they are structured, determine the goals of solutions, choose options, establish relationships and dependencies of the elements of problems, as well as factors and conditions that contribute to their solution. A systematic approach to the analysis of the problem situation allows you to identify the factors and causes that led to the problem as a whole and its components. This approach is especially important in the case of new problematic situations that the company has not encountered before. The methodological specificity of the systems approach is determined by the fact that the research focuses on the disclosure of the integrity of the object and the mechanisms that ensure its functioning.

A systematic approach to personnel restructuring necessitates the adaptation of existing or newly created structures to operate in changing market conditions in order

to maintain stability or staff development. Anti-crisis personnel management should be considered as a system that is designed to achieve external and internal goals and has an extensive system of relations with the environment. Goals as the main criterion of activity must be real, achievable and not contrary to the objective laws of society. To achieve the goals, a strategy is developed – a generalized model (program, action plan), designed to carry out the mission of the organization through coordination and allocation of resources [521, c. 23].

From the standpoint of a systems approach, anti-crisis personnel management can be defined in two aspects. First, it is a restructuring of the existing structure, a way of organizing interconnected elements into an orderly set and stable connections and relationships between them, which ensures the functioning and development of personnel as a system. Secondly, it is the process of adaptation of the company's staff to internal and external changes, which establishes and regulates the interaction, coordination, distribution of functions between departments and individual employees, establishing responsibilities, rights and responsibilities between them. The systems approach is based on the following principles: integrity, integrativeness, structuring, hierarchy, plurality, isomorphism, connection with the environment, complexity of structure, synergy.

The mechanism of anti-crisis management of personnel of the enterprise corresponds to the main provisions of the system approach. The proposed mechanism includes the following elements: resources (informational, financial, material, human, intellectual), which perform the function of logging in; principles of restructuring; factors influencing the effectiveness of social and labor relations (external and internal); internal environment – an enterprise in which the subjects of interaction are concentrated to achieve the strategic goal and fulfill the tasks of the system; external environment that directly affects the development of personnel management system; the results of the analysis of the restructuring process (if they are satisfactory - an increase in the efficiency of the enterprise (exit from the system), if unsatisfactory - feedback).

The core of the mechanism is the development of organizational and economic support for crisis management of personnel, which includes analysis of scientific and theoretical approaches, determining the levels of process management, development of technology and process tools. It is proposed to consider as positive results the growth of enterprise efficiency indicators, improvement of social and labor indicators, satisfaction of employees with the level of wages and stability of employment, increase of employees' interest in work.

The main scientific and theoretical approaches to anti-crisis personnel management are structural, process and situational. Levels of management are divided into strategic, tactical and operational. The tools of anti-crisis personnel management suggest the use of reframing, reengineering and revitalization of enterprise personnel. As the main levers of the mechanism it is proposed to consider the formation of priority areas of social partnership, collective bargaining and reform of personnel policy of the enterprise.

During anti-crisis personnel management, economic processes are closely related to social and to some extent depend on them. The restructuring process must take into account the social interests of employees, the positive and negative consequences of change, the main directions of social activities of employees and their social quality. The company must ensure a balance between economic efficiency and social stability.

According to experts [517, 523, 524], in order to increase the efficiency of industrial enterprises today, it would be worth dismissing about 30% of their staff. But it must be remembered that the unemployment rate, which is immediately followed by a sharp rise in social tensions, is already 15-20%. Therefore, effective personnel management of the enterprise in crisis conditions can be ensured only in the unity of economic and social parties. From the point of view of employment, an important issue is to find a "golden mean" between the efficiency of the enterprise and employment, especially given the creation of conditions for the restructuring of the enterprise.

From a social point of view, the influence of enterprise management on staff is significantly complicated by the action of adverse external and internal factors. For survival-oriented enterprises, ensuring minimum production costs is primarily related to

the economic efficiency of their activities. With the dominance of the economic approach social issues take a back seat. First of all, the necessary social functions of enterprises that go beyond the immediate social needs of direct production and are associated with a wide range of needs of workers and their families are forced to be ignored.

The growth of costs is becoming the main destructive factor in the enterprise, because it is becoming increasingly difficult to translate them automatically into price. Depending on the decline in production in the cost structure there is an increase in overhead costs, which include the cost of maintaining unemployed personnel.

In a constantly changing environment, the preservation of the workforce can no longer be considered an indisputable goal. The contradiction between the economic and social efficiency of the enterprise can be traced to the following interdependence. The reverse side of the reduction in the level of receivables (in the transition to prepayment) and external accounts payable is the intensification of other forms of non-payment, including to employees. Since labor relations are usually difficult to directly influence, the irregular payment of wages and the reduction of its level, in turn, become tools to encourage voluntary dismissal.

Similar processes are taking place in social infrastructure. To ensure the survival of the enterprises are segments that are weakly related to the main production (social facilities, ancillary production). Preservation of such activities in the enterprise leads to unnecessary costs and, in addition, complicates the process of cost control.

Unresolved social issues of personnel, significantly complicates their management. There is a violation of normal personnel turnover at the enterprise (increased spontaneity in the redistribution of personnel, exacerbated staffing problems, etc.).

The formation of the labor market has not yet reached a level at which market mechanisms of self-regulation are fully activated. Labor resources have not yet become a full-fledged commodity, and wages are still determined not by value and fluctuations in labor prices, but by fluctuations in prices for products produced by enterprises. In other words, the guarantee of stable earnings is lost, but the price of labor is not formed.

The consequence of this is a clear underestimation of wages and irrational differentiation of wages in different industries. Due to the increasing distortions in wages, many stimulating functions of wages are lost, and wages themselves cease to be associated with the results of work. Trends are emerging to slow that would lead to progressive changes in work motivation, reimbursement of staff reproduction costs, and increase in the efficiency of its distribution and use.

To consider the provisions allow us to conclude that anti-crisis personnel management should be considered as a permanent (constantly recurring) process. It should be carried out when the company is faced with a decrease in the efficiency of its activities, or in other objective circumstances.

You can identify the main circumstances that necessitate crisis management:

the company is in crisis, this situation is common in some sectors of the economy today;

the current state of the enterprise is satisfactory, but the forecasts of its activities are unfavorable: the decline in competitiveness, the deviation of the actual state from the planned; in this case, crisis management is a reaction to negative changes until they become irreversible .

Anti-crisis personnel management can be operational and strategic. Operational measures aimed at improving the current state of the personnel subsystem of the enterprise and are carried out at the expense of internal sources by reducing current staff costs.

Strategic anti-crisis personnel management is a process of structural change aimed at increasing the attractiveness of the enterprise in the labor market, to expand its capacity to attract external labor resources. It pursues long-term goals, requires significant costs, long deadlines.

According to the criterion of coverage and composition of elements, complex and partial anti-crisis management are distinguished. Comprehensive crisis management covers all elements of the personnel management system and is carried out step by step. This is a long-term and costly process, which with the right measures can dramatically increase the competitiveness of the enterprise.

Partial anti-crisis personnel management affects one or more subsystems. As a rule, transformations in separate subsystems are not connected or weakly interconnected. As a result, the effect can be achieved, but it is local in nature, with the efficiency of the entire system increases slightly or does not increase at all.

Problems that lead to the need for crisis management are: lack of necessary units, the presence of unnecessary units, duplication of functions, low speed of decision-making and implementation, overstaffing, low wages, low staff skills.

The following should be considered as satisfactory consequences of anti-crisis personnel management:

- growth of efficiency indicators of activity of the enterprise, departments;
- introduction of rational wage systems;
- introduction of modern staff motivation systems;
- optimization of the number of staff;
- employee satisfaction with the level of wages and employment stability;
- rational redistribution of functions as a result of assessment and certification of personnel, elimination of duplication and redundant functions;
- improving social and labor indicators, in particular reducing staff turnover;
- establishing a positive organizational climate;
- formation of rules, norms of behavior, which is the basis of a new organizational culture;

Thus, it can be argued that crisis management is not only to increase competitiveness and improve management, eliminate inefficient transactions and change operating and financial policies; it is a major transformation and radical changes in the strategy of personnel management.

Anti-crisis personnel management is due to the need to overcome the crisis in the domestic and foreign labor markets, increase the attractiveness of enterprises for employees in certain areas of production, and stabilize the socio-economic condition of enterprises both in times of crisis and economic development in domestic and foreign markets.