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PERSONNEL ASPECTS OF ANTI-CRISIS MANAGEMENT ENTERPRISE IN UKRAINE

Modern level of development of Ukraine's economy is characterized by the presence of a large number of enterprises in crisis. The Government and the Verkhovna Rada adopted the Law "On Privatization of Enterprises." During the years of independence, about 5,000 were to be privatized enterprises, however, as of January 1, 2018, only about 40 were privatized percent. Therefore, there is an urgent need to use means crisis management to predict and prevent negative phenomena in order to prevent a possible crisis.

Carrying out any measures that, before anti-crisis activity, implies, first of all, the need to take into account the human factor, that is, the degree of acceptance by the personnel of enterprises of changes. It has an important value, because it is with the help of people that it is possible to succeed as on the crisis, and in the activities of the enterprise as a whole. Therefore, to ensure effective anti-crisis activities of modern enterprises, it is advisable pay special attention to the personnel management process.

The issue of studying the anti-crisis activities of the enterprise is considered in the works of domestic and foreign authors M. Armstrong, V. Barinova, V. Valikova, O. Pushkar, E. Utkin and others. Regardless of a large number of

scientific works on crisis management of personnel enterprises, these issues in the economic crisis are little researched.

Crisis -is an objective phenomenon in the socio-economic system, the functioning and development of which is based on the management of human activities. The crisis is a turning point in the functioning of any system on which it is exposed to from the outside or from the inside, which requires a qualitatively new response from it. Crisis management is the ability to develop optimal ways out of the crisis, prioritize values of the enterprise in a crisis, coordinate the activities of the enterprise and its workers to anticipate the crisis, to achieve the effectiveness of their work in extreme conditions [1-3]. To cope with anti-crisis management, it is necessary in the state to urgently change the personnel policy, that is, appoint to the post not on the principle of party quotas, but on professional signs.

The crisis of personnel management should be considered as:

1. the result of unsuccessful personnel policy of the enterprise, the requirements of the current legislation of the state of the labor market;
2. inconsistency of the existing regulatory and value systems in cultural organizations with the new conditions prevailing at the enterprise.

The main symptoms of the crisis of personnel management in the enterprise are as follows:

1. low labor productivity;
2. high staff turnover;
3. shortage of qualified personnel;
4. unsatisfactory staff motivation;
5. lack of employee initiative;
6. lack of clear rational distribution of functions between employees, duplication of the robot.

Thus, the main goals of anti-crisis personnel management of the enterprise are:

1. prevention and elimination of the risk of a crisis situation at the enterprise;

2. easing the negative consequences of the crisis situation and their elimination.

The main goal of anti-crisis personnel policy is:

1. Achieving a stable market position;

2. integration and cooperation with staff;

3. focus on entrepreneurial success;

4. the formation of publicity as the main norm of behavior

At the same time, employees are the most important asset of the enterprise, which should be preserved, effectively used and developed in order to provide competitive advantages in the market.

The main tasks of personnel policy during the crisis are:

1. Formation of a team of managers capable of developing and implementing a program of survival and development of the enterprise;

2. preservation of the core of the personnel potential of the organization;

3. reduction of social psychological tension in the team;

4. ensuring social protection and employment of free workers.

During the crisis, company managers, as a rule, take measures to reduce production costs and reduce staff

Anti-crisis measures in the system of personnel policy should provide for:

1. reduction of all levels of the management system rather than individual workplaces;

2. strengthening of personnel in the highest level of management;

3. identifying support for highly qualified workers, celebrating their leadership qualities;

4. decentralization of the control center, transfer of necessary powers to managers of all levels;

5. recruitment of highly qualified external workers;

The main source of personnel potential formation is investment. Investments in human capital have a number of features that distinguish them from other types of investment.

Anti-crisis measures should be implemented not only when the crisis destroys business, but also for prevention.

Crisis management of personnel enterprises in market conditions should be based on the following principles:

1. planning and development of special strategic programs;
2. continuous monitoring of external and internal environment enterprises;
3. continuity, purposefulness of the management process;
4. efficiency and reliability of the input information of the final orientation to activities in the conditions after the crisis development.

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