

# **FACTORS AFFECTING THE ORGANIZATION'S PERSONNEL POLICY FORMATION**

O.V. Berbenets

**Abstract.** Managers taking personnel decisions must take into account next factors: the unique qualities of every team members, the multidimensionality of manager's activity, the complexity of its formalization, quantitative evaluation and forecasting, stereotypes and employee's bias, their motivation and ideas about social justice, as well as the limits of law. As a result, it complicates the manager's activity in the field of personnel management and imposes special requirements for the creation of a recruitment service of a modern organization.

**Key Words:** personnel policy, personnel policy organization, human management, factors of the environment, factors of the internal environment.

Managers taking personnel decisions must take into account next factors: the unique qualities of every team members, the multidimensionality of manager's activity, the complexity of its formalization, quantitative evaluation and forecasting, stereotypes and employee's bias, their motivation and ideas about social justice, as well as the limits of law.

As a result, it complicates the manager's activity in the field of personnel management and imposes special requirements for the creation of a recruitment service of a modern organization.

Organization's personnel policy is a general direction of work with personnel, reflecting a set of concepts, methods, rules and norms in the field of work with personnel, which must be understood and formulated in a certain way.

The purpose of personnel policy is to ensure an optimal balance of processes of updating and maintaining the number and quality of staff in accordance with needs of an organization itself, the requirements of the current legislation and the state of the labor market.

Personnel policy is not always presented in the form of a document, however, it exists in every organization.

The creation of personnel policy begins with identifying of the possibilities of human resources management and identifying areas of work with staff that are need to be strengthened to successfully implement an organizational strategy.

The creation and development of personnel policy is influenced by external and internal factors.

External factors are those that the organization as a subject of

management can't change, but must take into account for the correct definition of the need for staff and the optimal sources of coverage of this need. These include:

- situation in the labor market (demographic factors, education policy, interaction with trade unions);

- trends in the placement of productive forces;

- scientific and technological progress (the nature of work affecting the need of certain specialists and the possibility of retraining);

- legislation ("rules of the game" established by the state; labor legislation, legislation in the field of labor protection, employment, social guarantees, etc.);

- tax policy;

- inflation rate;

- migration policy;

- social partnership (organization's atmosphere depends on it);

- education system (related to the system of advanced training);

- health care system (as a component of the social guarantees);

- national peculiarities (the mentality of the staff depends on it).

An organization can't influence the majority of conditions in this group; in other words, they are unmanaged. However, they should be taken into account by enterprises when making personnel decisions.

Internal factors are those factors that can be managed and influenced by an organization. These include:

- the goals of the organization (on the basis of which personnel policy is created);

- management style (severely centralized or decentralized - depending on this, different specialists are needed);

- financial resources (the organization's ability to finance personnel management activities depends on it);

- personnel potential of the organization (related to the evaluation of the capabilities of employees of the organization, with the proper division of responsibilities between them, which is the source of effective and stable work);

- leadership style (it affects the human resources management differently);

- organizations development strategy;
- financial position of the organization.

Along with the need to analyze external and internal conditions while taking personnel decisions requires information that characterizes the employees (conditions depending on employees): demographic characteristics, level of education, work experience, abilities, personal qualities, needs, motivation and attitude to work.