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MECHANISMS FOR ACTIVATING PERSONNEL SELF-MANAGEMENT AT ENTERPRISES IN CONDITIONS OF LABOR SHORTAGE AND SECURITY CHALLENGES

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МЕХАНІЗМИ АКТИВІЗАЦІЇ САМОМЕНЕДЖМЕНТУ ПЕРСОНАЛУ НА ПІДПРИЄМСТВАХ В УМОВАХ ДЕФІЦИТУ РОБОЧОЇ СИЛИ ТА БЕЗПЕКОВИХ ВИКЛИКІВ

Modern mechanisms for activating personnel self-management at enterprises in conditions of labor shortage and increased security challenges are studied. It is substantiated that labor market transformation, migration processes, demographic changes and military risks significantly complicate the process of forming a stable personnel potential of enterprises. In these conditions, the development of employee self-management as a tool for increasing the efficiency of labor organization, rational use of human capital and strengthening the organizational stability of enterprises is of particular importance.

Attention is focused on the fact that effective personnel self-management is based on a combination of motivational, organizational and information management mechanisms that contribute to the development of employees' responsibility for the results of their own activities, increasing the level of professional autonomy and forming a culture of self-development. Conceptual approaches to activating personnel self-management are proposed, which take into account modern conditions for the functioning of enterprises, including digitalization of management, flexible models of labor organization and increased requirements for the safety of the working environment.

The results obtained can be used in the formation of personnel policies of enterprises, improving the personnel management system and developing human capital development programs in an unstable economic environment.

Досліджено сучасні механізми активізації самоменеджменту персоналу на підприємствах в умовах дефіциту трудових ресурсів та посилення безпекових викликів. Обґрунтовано, що трансформація ринку праці, міграційні процеси, демографічні зміни та воєнні ризики значно ускладнюють процес формування стабільного кадрового потенціалу підприємств. У цих умовах особливого значення набуває розвиток самоменеджменту працівників як інструменту підвищення ефективності організації праці, раціонального використання людського капіталу та зміцнення організаційної стійкості підприємств.

Акцентовано увагу на тому, що ефективний самоменеджмент персоналу базується на поєднанні мотиваційних, організаційних та інформаційних механізмів управління, які сприяють розвитку відповідальності працівників за результати власної діяльності, підвищенню рівня професійної автономії та формуванню культури саморозвитку. Запропоновано концептуальні підходи до активізації самоменеджменту персоналу, що враховують сучасні умови функціонування підприємств, включаючи цифровізацію управління, гнучкі моделі організації праці та підвищення вимог до безпеки трудового середовища.

Отримані результати можуть бути використані при формуванні кадрової політики підприємств, удосконаленні системи управління персоналом та розробленні програм розвитку людського капіталу в умовах нестабільного економічного середовища.

Key words: self-management, personnel, human capital, labor shortage, security challenges, labor motivation, personnel management.

Ключові слова: самоменеджмент, персонал, людський капітал, дефіцит робочої сили, безпекові виклики, мотивація праці, управління персоналом.

GENERAL STATEMENT OF THE PROBLEM AND ITS CONNECTION WITH IMPORTANT SCIENTIFIC OR PRACTICAL TASKS

Modern economic transformations taking place in the world and national economies are significantly changing approaches to human resource management of enterprises. The deepening demographic imbalances, the growth of labor migration and the influence of military factors lead to a significant reduction in the supply of labor on the labor market. As a result, enterprises face a shortage of qualified workers, which complicates ensuring the stability of production processes and

reduces the efficiency of the functioning of organizations. In such conditions, traditional approaches to personnel management, which are based mainly on administrative control and regulation of labor processes, are not effective enough. There is a growing need to form new models of employee management, focused on increasing their level of independence, responsibility and professional activity. That is why the development of personnel self-management is of particular importance, which allows employees to effectively organize their own activities, optimize the use of working time and increase labor productivity.

In addition, the strengthening of security challenges associated with the instability of the economic environment, military risks and technological changes requires the formation of new approaches to the organization of labor that ensure the flexibility of management processes and the adaptability of enterprises to external threats. In this context, personnel self-management is considered one of the important tools for increasing the organizational stability of enterprises and ensuring their long-term development.

ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS, IN WHICH THE SOLUTION OF THIS PROBLEM WAS INITIATED AND ON WHICH THE AUTHOR RELIES, HIGHLIGHTING PREVIOUSLY UNRESOLVED PARTS OF THE GENERAL PROBLEM, TO WHICH THE SPECIFIED ARTICLE IS DEVOTED

The issues of human capital development, effective personnel management and the formation of self-management mechanisms in modern economic conditions are actively studied in the works of domestic and foreign scientists. In particular, the study by N. V. Zachosova, V. M. Kimlyk and A. V. Zamogylna considered the issue of preserving the intellectual capital of enterprises in the context of the transition to the concept of Industry 5.0. The authors emphasize that modern personnel policy should be focused on the development of employees' competencies, their ability to independently make management decisions and actively participate in creating innovative value [1, p. 36]. The problems of forming entrepreneurship models in the context of an innovative economy are studied by O. V. Khodakivska, I. A. Hnatenko, T. O. Dyachenko and I. M. Sabii [2, p. 6]. Their works focus on the need for effective management of enterprise resources, the development of entrepreneurial thinking of personnel and the implementation of modern knowledge management mechanisms. An important contribution to the study of self-management was made by L. Fedoryshyna, who substantiates the importance of effective self-management of employees during periods of crisis transformations of enterprises [3, p. 167]. The author notes that the development of self-management skills allows to increase the adaptability of employees to changes and ensure the stability of the functioning of organizations. The issue of personnel evaluation and time management in the corporate management system is studied by M. V. Zos-Kior [4, p. 56]. His works consider methods for increasing the efficiency of the use of labor resources, based on the use of time management tools and systems for evaluating employee performance. A separate group of studies consists of works devoted to the development of professional competencies and the training of managerial personnel [5–9]. The problems of digitalization of management and transformation of the educational environment are analyzed by T. O. Pasichnyk, who considers the impact of online technologies on the development of modern management

solutions [10, p. 119]. The issues of information flow management at enterprises are considered by M. V. Zos-Kior and Y. G. Radochyn, who emphasize the importance of effective information logistics for increasing the productivity of management processes [11, p. 248]. Methodological aspects of socio-economic transformations and problems of poverty alleviation are investigated by R. V. Logosha and V. Yu. Krychkovsky, who define modern approaches to the analysis of socio-economic processes [12, p. 327]. The issues of innovativeness of entrepreneurial activity and increasing the competitiveness of enterprises are considered by V. O. Razvodovska, O. V. Zayats, O. S. Parokhnenko and I. A. Hnatenko [13, p. 291]. In turn, S. O. Nikitchyna investigates the organizational conditions of decentralization of management of educational systems, which is of great importance for the formation of modern management models [14, p. 188]. A significant contribution to the study of investment development of agricultural enterprises has been made by authors who consider the investment component of the development of the agricultural sector in the context of land relations reform [15–16].

However, despite the significant number of scientific studies in the field of personnel management, the issue of forming comprehensive mechanisms for activating employee self-management in conditions of labor shortage and increasing security challenges remains insufficiently developed. This necessitates the need for further scientific research in this area.

FORMULATION OF THE OBJECTIVES OF THE ARTICLE (TASK STATEMENT)

The purpose of the study is to substantiate the mechanisms for activating personnel self-management at enterprises in conditions of labor shortage and increased security challenges, as well as to identify modern approaches to forming an effective system of self-management of employees' labor activities.

PRESENTATION OF THE MAIN MATERIAL OF THE STUDY WITH A FULL JUSTIFICATION OF THE OBTAINED SCIENTIFIC RESULTS

The effectiveness of modern enterprises largely depends on the level of development of human capital and the ability of employees to adapt to dynamic changes in the economic environment. In modern conditions, the development of personnel self-management is especially important, which involves the formation of skills in employees for independent planning of activities, rational use of working time and effective decision-making at the level of individual labor behavior. Self-management can be considered as a comprehensive system of managing one's own activities, which includes planning professional tasks, monitoring work results, developing competencies and increasing the level of personal responsibility of employees for work results. In modern conditions, this system is gaining strategic importance for enterprises,

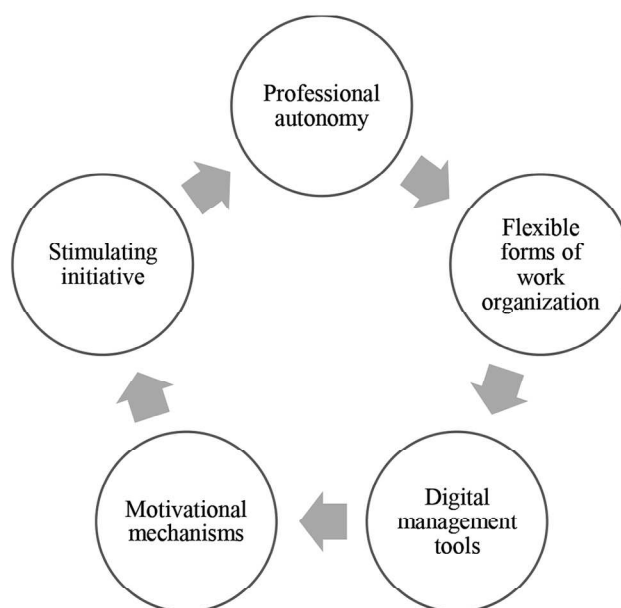


Figure 1. Factors for the development of personnel self-management in conditions of labor shortage

Source: proposed by the authors.

as it allows to increase the efficiency of using limited labor resources (Fig. 1).

One of the key areas of activating self-management is the introduction of modern digital labor management tools. The use of electronic task planning systems, corporate information platforms, and workflow control systems allows employees to organize their own activities more effectively. Table 1 shows the organizational mechanisms for developing personnel self-management (Table 1).

In the context of security challenges, the formation of psychological resilience of employees and the ability to work effectively in difficult socio-economic conditions is of particular importance. Self-management in this case is an important tool for supporting the professional activity of personnel and ensuring the stability of labor collectives. Further development of the personnel self-management system requires deeper integration of individual management practices of employees with the general system of strategic management of the enterprise [1—3; 6; 11]. In modern conditions of economic instability and security risks, the formation of an organizational environment in which employees are able not only to perform the assigned tasks, but also to independently determine the priorities

of their activities, adapt work processes to new conditions and make operational decisions becomes especially important. This approach contributes to increasing the flexibility of enterprises and allows them to respond more effectively to changes in the external environment. An important element of activating self-management is the development of the competence potential of personnel. Employees who have the skills of strategic thinking, time management, self-regulation and professional self-development are able to perform their functions more effectively even under conditions of limited resources [4; 7; 9; 12; 16]. In this context, it is advisable for enterprises to implement continuous learning systems that combine corporate educational programs, mentoring, distance learning platforms and individual trajectories of professional development. Such a system allows not only to improve the qualifications of employees, but also forms a culture of independent management of their own professional activities. The development of the organizational culture of the enterprise, which supports the initiative, responsibility and professional autonomy of employees [6; 13; 15], is also of significant importance. In enterprises where the principles of trust, partnership and open communication dominate, personnel self-management develops much more effectively. This is due to the fact that employees feel more freedom in decision-making, are actively involved in the management process and strive to achieve better results in their own activities [8; 14]. In modern conditions, the digitalization of personnel management plays a special role. The use of modern information technologies allows you to create integrated digital environments in which employees can independently plan work tasks, monitor performance and coordinate their work with other team members. Digital project management platforms, electronic document management systems and corporate communication services contribute to increasing the transparency of management processes

Table 1. Organizational mechanisms for the development of personnel self-management

Mechanism	Content	Result
Corporate training	Development of professional competencies	Skills development
Self-organization of working hours	Planning individual activities	Workflow optimization
Digital control systems	Monitoring work results	Discipline improvement
Psychological support for personnel	Forming stress resistance	Adaptability improvement

Source: proposed by the authors, taking into account the sources [2; 5; 8; 10].

and significantly expand the possibilities of independent work organization.

The psychological aspect of self-management is also of particular importance. In conditions of increased security risks and socio-economic instability, employees often face significant psychological stress, which can negatively affect their productivity and professional activity. That is why it is advisable for enterprises to implement programs to support the psycho-emotional resilience of personnel, which include stress management training, development of emotional intelligence skills and the formation of a healthy working environment. Such measures help to increase the ability of employees to effectively manage their own activities even in difficult conditions. No less important is the development of internal communication mechanisms in the organization. Personnel self-management largely depends on the quality of information exchange between employees and the company's management. The presence of effective communication channels allows employees to quickly receive the necessary information, coordinate their actions and make informed management decisions. In this context, regular working meetings, digital communication platforms, as well as feedback mechanisms between managers and personnel play an important role. An important direction of self-management development is also the introduction of individual systems for assessing work results. Modern enterprises are increasingly using methods for assessing the effectiveness of employees' activities that are based on achieving specific results, and not only on fulfilling formal duties. This approach encourages employees to take a more responsible attitude to their own activities and promotes the development of skills for independent management of work processes [12, p. 327]. In addition, the integration of self-management with the enterprise's strategic management system plays a significant role. When the individual goals of employees are consistent with the strategic goals of the organization, synergy is formed between the personal interests of the staff and the long-term priorities of the enterprise. As a result, employees approach the organization of their own activities more consciously, which has a positive effect on the overall efficiency of enterprise management. Thus, the activation of personnel self-management is an important direction for the modernization of the enterprise management system in the face of modern economic and security challenges. The development of employee competencies, the digitalization of management processes, the formation of an effective organizational culture, and the improvement of the internal communications system create the prerequisites for increasing labor productivity and ensuring sustainable development of enterprises even in difficult operating conditions.

CONCLUSIONS FROM THIS STUDY AND PROSPECTS FOR FURTHER RESEARCH IN THIS DIRECTION

Thus, the development of personnel self-management is an important direction for improving the enterprise management system in conditions of labor shortage and growing security challenges. The formation of an effective system of employee self-management allows to increase

labor productivity, strengthen the personnel potential of enterprises and ensure a more flexible organization of labor processes. In modern conditions, personnel self-management should be considered as one of the key elements of strategic human resources management, which contributes to the formation of an innovative and competitive work environment. Further research should be directed to the development of digital models of personnel management, improving employee motivation mechanisms and forming integrated systems for human capital development at enterprises.

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Журнал включено до переліку наукових фахових видань України з ЕКОНОМІЧНИХ НАУК (Категорія «Б») Спеціальності – 051, 071, 072, 073, 075, 076, 292

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