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STREAMLINING HUMAN RESOURCE MANAGEMENT THROUGH HR LOGISTICS

I.V. Fedotova, Dr Sc (Econ.), I.O. Sotsenko

¹*Kharkiv National Automobile and Highway University (Kharkiv)*

Human Resources Logistics is gaining increasing importance today. The ability to distribute human flows and organize them to maximize the enterprise's benefits is the main goal of human resources logistics. Currently, human resources logistics has not been sufficiently covered in logistics textbooks and other specialized publications. However, modern human resource management theory clearly views personnel as resources in constant motion. This approach requires consideration of all characteristics inherent to human resources. Human resources are not owned by the enterprise. Employees in human resources logistics are seen as partners who have entered into an employment contract with the enterprise. Like any other logistics partners, the enterprise must build relationships with them using logistics principles of integration, compromise, etc.

Human flows, like any other flows, can be incoming, outgoing, internal, and external. In the works of O.V. Bondaruk [1], S.V. Harmash [2], I.O. Leontieva [3], and I. Polishchuk [5], the focus is mainly on incoming, outgoing, and internal human flows. According to these researchers, the elements of human resources logistics include the optimization of incoming, outgoing, and internal human flows. For example, O.V. Bondaruk and I. Polishchuk identify the following elements of optimization:

- Incoming human flows: analysis of staffing, personnel planning, recruitment, selection, hiring, and adaptation of personnel;
- Internal human flows: workplace organization, performance evaluation, personnel motivation system, HR services, remuneration, training, and formation of corporate culture and image;
- Outgoing human flows: personnel leasing, personnel layoff planning, and staff layoffs.

Another group of authors, S.V. Mishina and O.Yu. Mishin [4], propose distinguishing an additional external flow besides these three types of human flows (table 1).

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Table 1- List of methods, techniques, and tools for optimizing human flows in logistics systems

Flow type	Methods, techniques, and tools for optimizing labor flows			
	Microeconomic level	Meso-economic level	Macroeconomic level	Mega-economic level
Incoming	Recruitment, selection, hiring, and adaptation of personnel	Regional employment programs, development of social programs based on social protection departments	National employment programs for workers, development of education	International educational projects, grants
Internal	Rotation, training, retraining, qualification improvement, personnel motivation, social package	Redistribution of labor resources to other regions	National programs regulating wages, social standards	International employment promotion programs
Outgoing	Staff layoffs, outplacement, HR branding	Programs for staff layoffs and employment in other regions	Programs to counter "brain drain" abroad	Programs for the deportation of labor migrants violating international labor laws
External	Outstaffing, outsourcing	Programs for attracting personnel from other regions	Programs for attracting foreign specialists	International employment programs for labor migrants

Thus, the human resources logistics system of personnel management consists of interconnected elements and is a part of the larger logistics system of enterprise management. Compared to other logistics systems, personnel systems at enterprises are distinguished by their mobility and high level of self-organization. Each direction of human resources logistics can be represented as specific management tasks. With this approach, logistics should ensure an optimal balance between incoming and outgoing flows so that the organization's human resources potential develops in line with the enterprise's development, fostering employee loyalty.

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