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EVALUATION OF THE EFFECTIVENESS OF THE PERSONNEL MANAGEMENT SYSTEM

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The article discusses the main functions of personnel management, the main tasks of analysis and planning of personnel costs. The goal of personnel cost management is to ensure a balance between costs and results. This will allow, on the one hand, to pay off the content of the hired workforce, and on the other hand, to solve social tasks – to achieve staff satisfaction with work at this enterprise, the development of such important personnel qualities as involvement, dedication, innovative activity, etc. It was established that the organization’s personnel management is a purposeful activity of the organization’s management, managers and specialists of personnel management system units, which includes the development and implementation of the concept and strategy of the personnel policy, principles and methods of the organization’s personnel management. The achievement of the goal of personnel management is its personnel technology. Personnel-technology is the managerial influence of the subject of management with the aim of implementing the desired transformations of the internal labor market (number, structure, competence, personnel costs), aimed directly at the employee or at their group as a production center, or at the factors of the internal and external environment, in which the work process takes place. In other words, it is necessary to distinguish two groups of personnel technologies in the most general way – personnel management technologies and personnel work (personnel management) technologies. The process of developing ways to achieve consistency between two groups of personnel technologies – personnel management and personnel management - has gained further development. This is a joint discussion of problems and development of joint personnel solutions; clear separation of powers, rights and responsibilities between line, functional managers and personnel service specialists; learning mutual understanding and cooperation through rotation, transfer from personnel services to line managers, and vice versa. We suggest using in practical activities an indicator that characterizes the ratio of costs for achieving economic priorities and social goals (achieving economic and social results). This ratio can be used to establish social norms. Such social norms (their system) can be used in the assessment of the social performance of the enterprise, the degree of solving social tasks facing management personnel. To plan personnel costs, it is suggested to use indicators of salary intensity and salary return.

Keywords: labor potential, intellectual capital, personnel costs, efficiency, personnel management, personnel-technologies.

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Introduction and problem statement in general and its connection with important scientific or practical tasks

In modern realities, awareness of the strategic value of human resources necessarily determines the formation and development of a new approach to their management technologies. Experts claim that nowadays an employee, without fear of being fired, can use only 25% of his potential for work. However, if the administration takes appropriate measures, this indicator can be increased to 70-80%. Good management makes it possible to get new benefits from intelligence and education, motivating employees to a greater extent than from their physical efforts. Today, those organizations that quickly master the technologies of personnel formation, use, evaluation, development, rewards and dismissal adequate to modern reality are leading the way. With the development of society, the role of the organization's personnel changes: from the perception of personnel as production costs to consideration of personnel as a resource, an asset of the organization, as a means of organizational development.

In the conditions of the growing role of knowledge in business, which is increasingly based on ideas and brands, personnel management technologies are focused on protecting the intellectual capital of the organization. On the one hand, they allow the organization to guarantee continuity in business management, to ensure its security, by appointing to key positions loyal, proven employees who are well aware of the specifics of business processes in the organization. On the other hand, they create conditions to protect business activity from stagnation, accumulate resources for creativity and creation, transition from strict regulation of the labor process to self-organization of labor, encouraging each employee to develop and accumulate internal strength, and the employer to identify new opportunities for the development of the organization. In fact, this means that personnel management technologies are focused on long-term organizational development, therefore, it is possible to increase the competitive advantages of human resources as much as possible.

Modern personnel management technologies create the basis for the formation of an updated and unified conceptual space of personnel management, which operates with methods of identifying and evaluating anomalies in the supply and demand of human resources in the labor market in order to identify unique opportunities for the formation of competitive HR advantages. They are aimed at identifying competitive advantages and vulnerable positions of the organization in the labor market in

order to predict, simulate and choose the most effective ways that help the organization become more productive and achieve competitiveness in the labor market.

Analysis of recent research and publications that initiated the solution to this problem and on which the author relies

In the works of domestic scientists, the theoretical aspects of the definition of the concept, the principles of personnel formation and the area of its application have been significantly developed. In particular, works L.V. Balabanova [1], V.Yu. Horbokon [2], V.M. Hrynyova [3], A.O. Kasich [4], V.O. Moskalenko [5], O.V. Sardak [6] and others.

However, understanding the essence and evaluation of the effectiveness of the personnel management system in a theoretical aspect requires further research and the development of specific recommendations regarding the factors that contribute to the evaluation of the effectiveness of personnel management.

The identified article focuses on previously unresolved parts of the general problem

Human resource management technologies, being filled with new socio-economic content in modern conditions, significantly change their basic principles and content, which allows them to provide a new qualitative level, characteristic of the modern stage of society's development, to the formation, use, evaluation, development, remuneration and dismissal of employees.

Formulation of the article's objectives (task statement)

The purpose of the article is to study the theoretical and practical aspects of the relationship between targeted methods for assessing the effectiveness of an enterprise's personnel management system.

Presentation of the main research material with a full justification of the obtained scientific results

Labor resources are the part of the population that has the physical development, mental abilities and knowledge necessary to work in the economy. Labor resources include, firstly, citizens of working age, with the exception of privileged pensioners (that is, persons of working age who receive old-age pensions on preferential grounds), as well as non-working labor and war disabled persons of the I and II groups; secondly, citizens older and younger than working age, employed in social production. On the scale of the country, region, branch of economy, within any professional group, labor resources are considered, on the one hand, as a passive object of external management, on the other – as a planning and accounting unit.

Recently, the term “human factor” has been

used more and more actively in the economic literature. The human factor is a system of interacting classes, strata, groups, the activity and interaction of which ensure the progressive development of society; in the structural plan, it is primarily an individual, a work group, a labor team. The use of the term “human factor” emphasizes the active role of man in the production and commercial system. Man is the main driving force of social production, a means of increasing its efficiency. Using the concept of “human factor” brings to the fore the task of creating the necessary conditions for the development of professional and creative abilities of people.

In the 70s and 80s of the 20th century the term “labor potential” began to be actively used to characterize labor resources. A person is considered as a subject with his own needs and interests in the field of work. The labor potential characterizes from a quantitative and qualitative point of view the resource possibilities in the field of labor (“labor mass”), which the subject of management (employee, organization, region, country) has during a certain calendar period and which can be mobilized to achieve a specific goal. Labor potential is the possibilities and limits of participation in labor activities of both individual workers and their groups.

Labor potential is formed at different levels:

– first, the labor potential of an employee is the ability of an individual employee to achieve certain results under given conditions, i.e his potential labor capacity, his resource capabilities in the field of work. It is determined by the presence of the employee’s ability to work and the state of the mechanisms by which these abilities are set in motion, ensuring initiative, responsibility, and interest in better final results;

– second, the labor potential of the organization is the aggregate labor capacity of all personnel, resource capabilities in the field of work of the accounting staff of the organization, based on age, physical capabilities, available knowledge and professional qualification skills. These are the collective capabilities of employees who are ready to offer the employer a certain mass (quantity) of labor, and of a certain quality;

– third, labor potential of society (region, country) – potential labor capacity of society, its labor resources.

Thus, the concept of “labor potential” is more voluminous and versatile than the terms “labor resources” and “labor force”, because, firstly, its basis is the term “potential” – a source of opportunities, means, stock; secondly, the labor potential is a personified labor force considered in the totality of its qualitative characteristics.

In domestic practice, the terms “intellectual capital” and “human capital” began to be used more and more actively. Intellectual capital is the stock and movement of knowledge useful for the organization in the personnel employed by it. In the literature, three components of an organization’s intellectual capital are distinguished:

– firstly, human capital is a set of characteristics of a person (knowledge, skills and abilities) that determine his productivity and can be a source of income for himself, his family, the enterprise and society as a whole. Such characteristics are health and natural abilities, education, professionalism (qualification: knowledge, experience, skills). This is an asset whose ownership rights cannot be transferred to another person: the owner of human capital, alienating labor power as a commodity, does not give up ownership of it: he provides his labor power to the consumer for temporary use during a certain period;

– secondly, social capital – reserves and transfer of knowledge thanks to the system of relationships between employees both within the organization and in the process of their communication with the external environment. The development of team spirit through the transition from individual responsibility to the responsibility of a group of employees in general promotes the exchange of knowledge in the process of joint activities;

– thirdly, organizational capital is knowledge that the organization possesses and that is stored in databases, instructions, regulations, etc. Knowledge exchange between employees of the organization can be carried out in different ways: traditionally (using e-mail, directories, databases or file cabinets of units) or using corporate technological solutions (databases, directories, portals, company intranet, etc.).

Personnel is a set of all employees who work within a certain organizational unit, jointly implement the goal of producing goods or providing services, operating in accordance with certain rules and procedures within a certain form of ownership. Theoretically, in management there are different approaches to classifying personnel depending on the profession or position of the employee, management level, and category of employees. The basic classification is by categories of employees. It involves the allocation of two main parts of personnel by the nature of labor functions in the production process:

– first, production personnel (workers) - carries out labor activities in material production with a predominant share of physical labor. They ensure the production of products, their exchange, sales, and service. The result of the work of production personnel is products in tangible form (buildings, cars, televisions,

furniture, food, clothing, etc.);

– second, management personnel (employees) - carries out labor activities in the process of production management with a predominant share of mental labor. They are engaged in information processing using technical management tools. Personnel is the most important part of the organization and, regardless of the sphere of its operation, performs a number of basic functions as an object of management:

a) the function of the main activity is implemented on the basis of the union of all social groups into a single cooperation of employees and is aimed at obtaining results of a certain quantity and quality, at reducing costs per unit of the obtained result, taking into account the limitations dictated by the market;

b) the social-integrative function is related to ensuring compliance of public, group and individual interests of employees with the principles of social development of personnel and fair division of labor;

c) the managerial (political-educational) function involves purposeful regulation of the activities of employees, increasing their public activity, commitment to the affairs of the organization.

Personnel management is a part of management that deals with employees and their relationship with the employer within the enterprise, as well as activities for the formation, development and use of the labor potential of the organization to achieve socio-economic efficiency of business activities. Therefore, personnel management is designed, on the one hand, to unite and develop the efforts of the company's employees within the framework of effective labor organization and, on the other hand, taking into account the well-being of each employee and work groups, to ensure that they work most effectively for the benefit of the organization. Achieving the goal of personnel management is its personnel technology. Personnel-technology is the managerial influence of the subject of management with the aim of implementing the desired transformations of the internal labor market (number, structure, competence, personnel costs), aimed directly at the employee or at their group as a production center, or at the factors of the internal and external environment, in which the work process takes place. In other words, it is necessary to distinguish two groups of personnel technologies in the most general way - personnel management technologies and personnel work (personnel management) technologies.

With all the variety of organizations that exist in modern society and the types of activities they are engaged in, the same functions are implemented in personnel management, which are aimed at staffing

workplaces with qualified specialists, regardless of the specifics of the activity:

– personnel support of the personnel management system includes a set of actions aimed at staffing the personnel management service (personnel service) with qualified specialists and the development of the economic and managerial culture of managers who know and understand new market relations and are able to use them effectively;

– information support related to the organizational design of an array of information, information flows, technological process of processing information in the field of personnel management;

– regulatory and methodological support is a system of documents regulating the development and implementation of management decisions regarding personnel;

– legal provision is a system of establishing legal norms of a centralized and local nature that regulate social and labor relations at different levels of management;

– clerical support is a system of movement of documents related to personnel management.

In the most general sense, personnel management is the activity of direct day-to-day management of employees in the process of achieving the main, strategic goals of the organization. The goal of personnel management is achieved thanks to the implementation of the main management functions, regardless of the specifics of the activity:

– personnel formation – a set of actions aimed at staffing workplaces with qualified, motivated and loyal employees;

– use of personnel – a set of actions aimed at creating conditions for each employee to realize his potential opportunities (abilities) in the process of labor activity in accordance with the current and prospective tasks of the operation of the enterprise itself;

– staff assessment – a purposeful process of recording and measuring results in the form of the achieved level of labor potential and efficiency of staff activities compared to expectations reflected in business goals;

– personnel remuneration – a way to activate personnel potential by creating and developing organizational programs to stimulate employee efficiency, which contribute to the achievement of business goals;

– personnel development – a goal-oriented process of transforming the position of the organization on the labor market by reaching a compromise between the personal needs of employees in self-development and the interests of the organization in updating

personnel potential;

– dismissal is the termination of labor relations between an employee of the organization who ceases to perform his official duties and the employer who ceases to pay the employee monetary remuneration.

The theory and practice of personnel management made it possible to develop several ways of achieving consistency of two groups of personnel technologies - personnel management and personnel management. This is a joint discussion of problems and development of joint personnel solutions; clear separation of powers, rights and responsibilities between line, functional managers and personnel service specialists; learning mutual understanding and cooperation through rotation, transfer from personnel services to line managers, and vice versa.

Therefore, the organization's personnel management is a purposeful activity of the organization's management, managers and specialists of personnel management system units, which includes the development and implementation of the concept and strategy of the personnel policy, principles and methods of the organization's personnel management.

The labor activity of the company's personnel is most closely related to the production process and determines its final result. It follows from this that the effectiveness of personnel work can be legitimately considered as part of the overall efficiency of production, since it is a consequence of the management activities of top management, line managers and personnel service specialists.

The effect of the enterprise's activity is a certain result that ensures the achievement of the goal (production of products or services in a certain quantity, on time, of the required quality, etc.). It depends on the setting of goals, their adequacy to the demands of the market, society, own capabilities, as well as the value of the obtained result, its significance for the owner of the enterprise, the personnel of the organization. The economic indicators of the effect include: volume of production (services provided), volume of sales, profit (gross, balance and net), expenses in UAH. products, level of profitability (ratio of profit to cost) and other common economic indicators.

At the same time, it should be borne in mind that today the company can increase its profit not only due to better work, an increase in the volume of products necessary for the national economy, but also by arbitrarily increasing prices or releasing exclusively profitable products. Therefore, in the process of analysis, it is expedient to separate from the profit the part whose increase occurred as a result of the activities of the management personnel, which led to a decrease

in the cost of products (services).

Social indicators reflect the degree of employee satisfaction with work (the quality of their working life), the level of undesirable turnover, the level of executive and labor discipline and other organizational factors, as well as market factors (the situation in the goods (services) market, as well as in the labor market) and other live labor of production and management personnel from the standpoint of added value. Such indicators include:

– indicators of the level and dynamics of labor productivity per employee, per person-day or person-hour worked;

– the ratio of labor productivity growth rates to average wages;

– the ratio of average wage growth rates to profit;

– the share of wages in the cost of production;

– the total payroll and its dynamics;

– the share of profit directed to social goals, etc.

Of great practical interest is an indicator that characterizes the ratio of costs for achieving economic priorities and social goals (achieving economic and social results). This ratio can be used to establish social standards.

Such social standards (their system) can be used to assess the social effectiveness of the enterprise, the degree of solving social problems facing management personnel. For example, this can be a standard of monetary expenditures for social purposes per 1 unit of expenditure for production and economic purposes. This indicator can be used at the stage of budgeting by the organization of its personnel costs, and later act as an object of audit.

Represents interest and the reverse indicator for calculating the funds needed to achieve a certain social result. For example, what would it cost the company to increase the satisfaction with the work of the organization's personnel (or decrease the level of illness, the share of employees employed in jobs with difficult and harmful working conditions, etc.) by one percentage point.

Thus, the enterprise management system (in particular, the personnel management subsystem) can be considered effective if the production activity of the enterprise is not only profitable (profitable), but also socially effective, which provides the team with proper working conditions in the broad sense of this category.

Personnel costs in the most general form are financial resources necessary to provide the enterprise with a quality workforce. They are aimed at attracting, rewarding, stimulating, solving social problems, improving working conditions, ensuring not only the use, but also the development of hired personnel,

increasing their labor potential and human capital. The source of payments is the wage fund, the profit received by the enterprise from its economic activity, as well as other sources (for example, savings obtained from the implementation of personnel measures). Disadvantages are what must be sacrificed for the sake of owning any resources, benefits. Disadvantages include the expendable component (the consumed part of the costs) and the active (something that can bring future benefit / income).

Personnel costs:

- first, initial - include the costs of searching, acquiring and preliminary training of employees;
- replacement (replacement costs) - these are the current costs necessary to replace the currently working employee with another capable of performing the same functions.

Depending on the object, restoration costs are:

- positional - in a situation where the manager wants to replace the fired employee with a person with the same professional qualities, the costs do not belong to the employee, but to his workplace/position;
- personal - in a situation when the manager seeks to replace not what the employee did at the workplace, but all his personal abilities, the costs of such replacement are not related to the place, but to the person.

Currently, total personnel costs are a major burden on the economy of enterprises, since their share in revenue is about 10.5% in the manufacturing sector of the economy, 12% in trade, and 24% in the financial sector (for comparison: in the USA, their share in the manufacturing sector is 25%, and in the financial sector – 43%). In this regard, the task of ensuring the effectiveness of such significant costs arises, since it is known that the effectiveness of the functioning of an enterprise as an economic system depends on the extent to which costs ensure the receipt of a result that contributes to its achievement of its goals and maintenance of its competitiveness. All organization personnel costs are regulated by:

- regulation of the number of personnel (limitation of the number of employees, termination of employment, active reduction of personnel);
- regulation of cash payments (freezing payments in excess of tariffs, adjustment of internal social security funds);
- analysis of total costs and ways to reduce them;
- increasing efficiency and comparing results and costs.

The goal of personnel cost management is to ensure a balance between costs and results. This will allow, on the one hand, to recoup the maintenance of the hired workforce, and on the other hand, to

solve social problems (to achieve staff satisfaction with work at a given enterprise, to develop such currently important qualities of personnel as involvement, loyalty, innovative activity, etc.). This requires control over the amount of personnel costs, timely management decisions on optimizing their amount from the point of view of achieving economic and social efficiency.

Subjects of management are company managers of all levels, employees of the personnel service, specialists of the financial service, accounting department. Management of personnel costs is related to the analysis of costs, monitoring of these costs in accordance with the planned volumes for the target purpose; identifying the causes of possible deviations; development of management decisions regarding the elimination of identified inconsistencies in relation to each type of expenditure.

The main tasks of the analysis of personnel costs: to provide information necessary for personnel managers and senior management to make decisions in the field of personnel management; to provide managers with methods of numerical measurement of the value of human resources, necessary for making specific decisions; motivate managers to think of people not as costs to be minimized, but as assets to be optimized. Cost analysis is based on the calculation of the following indicators: general and specific personnel costs; the share of personnel costs by volume of implementation; costs per employee; costs for one productive hour.

The quality of the company's use of its labor resources is characterized by the following indicators:

- labor efficiency (defined as the ratio of profit to personnel labor costs);
- the share of the labor remuneration fund (salary, bonuses, single social tax) in the budget;
- percentage of labor costs from total profit.

To plan personnel costs, indicators of salary intensity and salary return are used. The wage intensity of production is calculated by dividing personnel costs by the volume of production. It characterizes the share of personnel costs in one hryvnia of manufactured products. Payroll is the inverse of wage intensity, that is, the amount of products produced per unit of personnel costs. However, it should be borne in mind that not all production volume can be realized, so the calculation of salary return from revenue or profit will be the most indicative.

The assessment of the HR department's activities in managing personnel costs is carried out based on an analysis of the level and dynamics of the following more specific indicators:

- the payroll and its share in the employee's total income;

- the average employee's salary, including by personnel category;
- the level of social benefits;
- the share of the payroll in the cost of production;
- the ratio of the growth rates of the average salary and labor productivity, etc.

The results of the analysis should be used when planning the amount of personnel costs for the next calendar period, taking into account the elimination of unjustified payments to employees and the effectiveness of planned measures to develop the potential of its employees.

Budgeting can play a large role in managing personnel costs. This is a tool for planning and managing costs using a system of indicators that determine the contribution of personnel and the HR department to achieving the organization's goals; it is a tool for controlling the spending of planned funds. Budgeting allows you to regulate personnel costs in the current spending mode, that is, to take into account the changing situation, which is very important in the unstable external environment of the enterprise. At the same time, it is necessary to proceed not from a strict regime of cost savings, but from their optimization, achieving a balance between operating costs and investments in human capital, between costs for compensating the consumed workforce, its restoration and its development, and for solving current goals (eliminating losses of production, time and other resources) with an orientation towards returns in the long term.

Conclusions from this research and prospects for further research in this direction

The development of personnel management as a science and field of activity went parallel to the development of society as a whole. At the beginning of this path (in the 19th century), personnel costs were perceived as production costs, but later it became obvious that an employee is not just a living appendage of a machine, but also a person, a resource and an asset of the organization, and therefore personnel management should be strategic. Theoretical concepts of personnel management also developed accordingly: personnel management – human resources management – personnel management – strategic human resources management.

A large conceptual apparatus has been developed for the indicator of a person as a subject of labor relations. Classification and functions of personnel are defined. An idea was formed about the personnel management system, built on both system-wide and specific principles unique to this field of activity. In order to organize activities to ensure the effective

functioning of personnel in the organization, personnel management methods have been developed, which allow, firstly, to obtain new knowledge about managerial relations and the personnel management system, and secondly, to directly influence the behavior of personnel with the help of administrative and organizational measures, material and moral stimulation.

The process of developing ways to achieve consistency between two groups of personnel technologies – personnel management and personnel management – has gained further development.

We suggest using in practical activities an indicator that characterizes the ratio of costs for achieving economic priorities and social goals (achieving economic and social results). To plan personnel costs, it is suggested to use indicators of salary intensity and salary return.

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ОЦІНЮВАННЯ ЕФЕКТИВНОСТІ СИСТЕМИ УПРАВЛІННЯ ПЕРСОНАЛОМ

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У статті розглянуто основні функції управління персоналом, основні завдання аналізу і планування витрат на персонал. Мета управління витратами на персонал полягає у забезпеченні рівноваги між витратами та результатами. Це дозволить, з одного боку, окупили зміст найнятої робочої сили, а з іншого – вирішити її соціальні завдання – досягти задоволеності персоналом роботою на даному підприємстві, розвитку таких важливих нині якостей персоналу, як залученість, відданість, інноваційна активність та ін. Встановлено, що управління персоналом організації – цілеспрямована діяльність керівного складу організації, керівників та спеціалістів підрозділів системи управління персоналом, що включає розробку та реалізацію концепції та стратегії кадрової політики, принципів та методів управління персоналом організації. Досягненням мети управління персоналом є її персонал-технології. Персонал-технології – це управлінський вплив суб'єкта управління з метою здійснення бажаних перетворень внутрішнього ринку праці (чисельності, структури, компетентності, витрат на персонал), спрямованих безпосередньо на працівника або на їх групу як виробничий осередок, або на фактори внутрішнього і зовнішнього середовища, у якому протікає процес праці. Інакше висловлюючись, необхідно найзагальнішому вигляді розрізнити дві групи персонал-технологій – технології керівництва персоналом і технології кадрової роботи (кадрового менеджменту). Дістало подальший розвиток процес розробки способів досягнення узгодженості двох груп персонал-технологій – кадрового менеджменту та керівництва персоналом. Це спільне обговорення проблем та вироблення спільних кадрових рішень; чітке розмежування повноважень, прав та обов'язків між лінійними, функціональними керівниками та фахівцями кадрової служби; навчання взаєморозуміння та співробітництва через ротацію, переведення з кадрових служб у лінійні керівники, і навпаки. Пропонуємо використовувати у практичній діяльності показник, що характеризує відношення витрат за досягнення економічних пріоритетів і соціальних цілей (досягнення економічного та соціального результату). Це співвідношення може бути використане для встановлення соціальних нормативів. Такі соціальні нормативи (їх система) можуть бути використані в оцінюванні соціальної результативності діяльності підприємства, ступеня вирішення соціальних завдань, що стоять перед управлінським персоналом. Для планування витрат на персонал пропонується використовувати показники зарплатомісткості та зарплатовіддачі.

Ключові слова: трудовий потенціал, інтелектуальний капітал, витрати на персонал, ефективність, управління персоналом, персонал-технології.

EVALUATION OF THE EFFECTIVENESS OF THE PERSONNEL MANAGEMENT SYSTEM

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The article discusses the main functions of personnel management, the main tasks of analysis and planning of personnel costs. The goal of personnel cost management is to ensure a balance between costs and results. This will allow, on the one hand, to pay off the content of the hired workforce, and on the other hand, to solve social tasks – to achieve staff satisfaction with work at this enterprise, the development of such important personnel qualities as involvement, dedication, innovative activity, etc. It was established that the organization's personnel management is a purposeful activity of the organization's management, managers and specialists of personnel management system units, which includes the development and implementation of the concept and strategy of the personnel policy, principles and methods of the organization's personnel management. The achievement of the goal of personnel management is its personnel technology. Personnel-technology is the managerial influence of the subject of management with the aim of implementing the desired transformations of the internal labor market (number, structure, competence, personnel costs), aimed directly at the employee or at their group as a production center, or at the factors of the internal and external environment, in which the work process takes place. In other words, it is necessary to distinguish two groups of personnel technologies in the most general way – personnel management technologies and personnel work (personnel management) technologies. The process of developing ways to achieve consistency between two groups of personnel technologies – personnel management and personnel management – has gained further development. This is a joint discussion of problems and development of joint personnel solutions; clear separation of powers, rights and responsibilities between line, functional managers and personnel service specialists; learning mutual understanding and cooperation through rotation, transfer from personnel services to line managers, and vice versa. We suggest using in practical activities an indicator that characterizes the ratio of costs for achieving economic priorities and social goals (achieving economic and social results). This ratio can be used to establish social norms. Such social norms (their system) can be used in the assessment of the social performance of the enterprise, the degree of solving social tasks facing management personnel. To plan personnel costs, it is suggested to use indicators of salary intensity and salary return.

Keywords: labor potential, intellectual capital, personnel costs, efficiency, personnel management, personnel-technologies.

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