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## **FEATURES OF THE PERSONNEL ADMINISTRATION SYSTEM'S EFFICIENCY APPRAISAL PROCESS AT THE INDUSTRIAL ENTERPRISES**

The modern stage of the humanity's development is considered as transitional one, i.e. the transition from the industrial to the post-industrial stage of the civilization development. Such a stage is concerned with the considerable changes of the productive forces, social and labour relations, human place and role in the manufacture and society. The main feature of the post-industrial economic period is the essential role of the homo economicus, i.e. the creative thinker, whose intestinal necessity to create by using accumulated knowledge and skills fits to the activity in accordance with its material interests, determined by market relations.

The post-industrial economic stage creates, along with the traditional factors as earth, labour and capital, the new industrial resource, such as the knowledge. And this factor has affected the transition of the homo economicus to the homo creator, that by-turn affected the transition to the innovational type of the economic development. These frame conditions of the methodological aspects consideration of the industrial relations, including the effective personnel management, has the essential value to the creation of the positive economic changes.

Global structure and technological changes in industry and economics, informatization processes have changed the role of the personnel at the industrial enterprise. Personnel as the knowledge, skills and experience carrier, is the main productive force of providing with both the country's competitiveness and economic development and socioeconomic development of the separate transactors. In such conditions the improvement of the personnel administration is the essential backlog of the enterprise's economical activities' effectiveness increasing.

The problem of the personnel administration attracts attention of the scientists permanently. During XX-XXI centuries the content and role of the personnel has been changing. Therefore, the processes of their administration have changed also. It is considered, that within this period of time following four concepts in the personnel management have been existing:

- *Concept of the labour recourses* considers just the function of the labour at the manufacture, which is appraised as the costs of the labour time and salary.
- *Human administration* considers the staff as the main subject of the organization and the particular object of the management, that cannot be viewed as a resource. The organizational strategy and structure are built on the assumption of the desires and skills of the staff. It is tightly bound with the concept of the personalities' comprehensive development.
- *Concept of the personnel administration* is based on the theory of the bureaucratic organization, that considers the person by means of its formal role (i.e. its position)

and the personnel administration is realized by means of the administrative mechanisms (principles, methods, authorities, and functions).

- *Concept of the human resource administration* considers the staff not as the structure element, but as the nonrenewal resource, i.e. the compose of the social organization as the unity of three main components, such as labour function, social relations and the personal knowledge.

In the recent years the intensive search of the ways of the optimal personnel administration system's creation is conducted. This system has to correspond with three main demands, such as high effectiveness, regular renewal and flexibility. With the purpose of the accordance to these demands personnel administration system has to correspond with separate principles. It means that it has to be built on the basis of the following principles:

- application of the differentiated management approaches and styles to the different staff groups and separate employees in the different situations;
- integration of the individual and collective approaches, centralization and decentralization, linear, functional and target management;
- control over the executives decisions performance;
- democratic centralization and balanced development;
- recruitment and staff accommodation on the basis of its business and individual characteristics, that foresees the staff heredity on the base of the systematic recruitment of the forceful, creative employees; providing the conditions of the constant training; clear definition of the authorities, responsibilities and duties of the each employee; rearrangement of the confidence to the staff with the control.

The analysis of the theories allows marking out three methodological approaches to the management effectiveness appraisalment.

The adherences of the first approach suppose that the staff of the enterprise is the aggregate social worker, which influences directly the manufacture, that's why the manufacture net results have to be the criterions of the effectiveness.

The second approach considers the criterions as the repulsiveness, quality and complexity of the direct labour or labour activity.

The third one adherences suppose that the personnel work effectiveness largely depends on the organization of their work, labour motivation, social and psychological climate in the team, i.e. it depends on the form and methods of the work with the staff.

The effectiveness of the personnel administration system and the effectiveness of the enterprise's activity are interdependent. The high effectiveness of the enterprise's activity cannot be reached without effective personnel administration system. So how effective the activity of the enterprise as well effective the personnel administration system is.

With the purpose of qualitative appraisalment of the enterprise's activities' effectiveness scientists propose to use an integrated index (e.g. effect/costs), system of indexes (e.g. system of the resources' effectiveness) and system of indexes, that is supplemented with the integrated index. Application of the above-listed appraisal systems depends on the goal of the appraisalment.

During the process of the system of indexes formation the set of problems appears which solution lies in the formation of the integrated index and the system of indexes. The appraisal indexes of effectiveness are of two types: qualitative and quantitative, hereat they are interdependent. Quantitative features of the staff are evaluated by means of following indexes: list, appearance and average personnel number; indexes of staff rotation (recruitment turn coefficient, discharge turn coefficient, employee turnover, coefficient of manpower stability).

Above-listed indexes of the enterprise's manpower policy can be used as the subsidiary indexes, as they do not characterize tendencies of the personnel development to the full extent.

The personnel administration system is considered to be effective only in case, if the enterprise's staff works effectively in whole. Therefore, the indexes, which characterize the personnel labour effectiveness, represent personnel administration system's effectiveness and the most important among them is the labour productivity.

Index of the *labour productivity* represent qualitative characteristic of the staff. It is determined as the effectiveness of the labour costs, ability of the certain labour to create the certain number of the material benefits during the certain period of time. Starting position of the conception of the labour productivity is the labour that corresponds to the reasonable human activity directed to the obtaining of the necessary result.

Nowadays economically developed countries adhere to the generally accepted viewpoint recommended by the International Labour Organization, which includes all the types of the expended manufacturing resources, such as capital, earth, materials, labour, energy, information, time in all spheres of economics.

Authentication of the productivity with the effectiveness results the uncertainty in the understanding of the productivity administration. Therefore, it is observed the problems with choosing the methods of the labour costs calculation and labour productivity administration.

The main presumptive index of the appraisal procedure of the labour productivity is the index of the average rate of output. It is calculated by the next formula:

$$O = \frac{P}{N}, \quad (1)$$

where  $O$  – average rate of output of the one employee (during the year, month, quarter);

$P$  – quantum of output;

$N$  – number of the operative personnel.

In our opinion whereas the main impact of the personnel administration system on the enterprise's effectiveness it is reasonable to take into consideration the *index of the personnel administration system's efficiency*. It is calculated as the ratio of effect to the personnel expenses. The effect can be in the form of the extent of gross output, commodity output, net-valued added or profit. The index looks like as following:

$$E = \frac{V}{C}, \quad (2)$$

where  $E$  – personnel administration system's efficiency;

$V$  – extent of gross output;

$C$  – personnel expenses.

Problems of increasing of the personnel administration system's efficiency is urgent, therefore during the procedures of the management improvement it is necessary to determine the influence of these measures at the activity, to evaluate projectible effect, to compare it with necessary costs. It needs the formation of methodological approaches to the appraisal of effectiveness of the most important measures in the sphere of the management improvement, analysis and systematization of resources of the conducted measures' effect.

Accordance of the different categories of the employees to the fixed norms allows organizing correctly their work, using the employees' qualification to the full extent, creates the right psychological climate, provides the personnel administration system's efficiency by not admitting the overdraft.

Thus, the main task of the analysis of the personnel administration system's efficiency is the appraisal of the rightness of professional staff, since the accordance of the different categories of workers allows organizing their work in the right way.

Personnel administration system's efficiency is the multifactorial complex concept. While its appraisal we need to base on the postulate that any transformation in the management system has to be provided in the manufacturing system. Therefore, management effectiveness needs to be evaluated by means of management system's efficiency, enterprise's manufacturing system's effectiveness and effect, obtained in the production running.

The search of relations between the personnel administration system's efficiency and the results of the managerial activity is complicated. Often the state and effectiveness of management system and its structure is evaluated by means of indexes, which characterize the controlled object's activity, by formula:

$$ME = \frac{E}{PE} = \frac{C}{V} \cdot \frac{R}{N}, \quad (3)$$

where  $ME$  – management system effectiveness;

$E$  – personnel administration system's efficiency;

$PE$  – production effectiveness;

$C$  – personnel expenses;

$V$  – aggregate value of the capital and revolving funds;

$R$  – extent of value added or revenue;

$N$  – number of the operative personnel.

The complexity of the personnel administration system's efficiency appraisal is caused by the necessity to take into account all labour costs, moreover the great importance has the intensity of direct labour, correlation of the potential and concrete output of the actualized labour taking into consideration the innovation factors. On the other hand, the implementation of the research and development achievements provides the increasing of the personnel administration system's efficiency.

In the market conditions of the Ukrainian economics among the main factors of influence at the personnel administration system's efficiency it is necessary to single out, first of all, conservation of the extensive ways of economic development, high level of the material costs to the compensation of the manpower costs increasing,

considerable level of the black market and the lack of the real economic restricting. However the opportunity of the personnel administration system's efficiency increasing as the main indicator of the country's economic development depends on the level of the available application not only means of production, but also the direct labour. At which among the set of the considerable innovative factors that influence this indicator it is necessary to consider not only the accumulation of the physical capital (machines and equipment), increasing of the industrial and institutional infrastructure, but also improvement of the health and labour climate of employees.

The considerable influence at the innovative factors of the personnel administration system's efficiency increasing in Ukraine has the financial opportunities of the technologies elaboration and implementation. The low innovative activity of the domestic enterprises is caused by the shortcoming of the legal framework, the lack of the environment development, economic base of the maintenance of the coherence of the science, technologies and manufacture, ineffectiveness of the existent backlogs and the lack of the management flexibility.

The personnel administration system's efficiency increasing can be the consequence of the new technologies, methods of the production and labour organization implementation. However the realization of the tasks of the manufacture renewal is not possible without existence of the high-grade manpower with certain qualification, appropriate to the new technics and technologies, certain vocational training, creative activity of employees.

Therefore realization of the innovative factors of the personnel administration system's efficiency increasing, which are bound with assurance of the manpower's receptivity of the technological innovations, becomes priority. Therefore taking this antecedence into account the modern personnel policy must be built in the industrial enterprise.

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#### **Анотація**

**Гурченков О.П. Особливості оцінювання економічності системи управління персоналом промислових підприємств. – Стаття.**

У статті розглядається проблема оцінювання економічності системи управління персоналом на промислових підприємств. Пропонуються принципи для побудови ефективної системи оцінювання економічності персоналу промислового підприємства. Формується загальна система показників оцінювання економічності системи управління персоналом промислових підприємств. Розглядаються фактори впливу на ефективність системи управління персоналом промислових підприємств.

**Ключові слова:** економічність, система управління персоналом промислового підприємства, трудова продуктивність, ефективність системи управління персоналом.

#### **Аннотація**

**Гурченков А.П. Особенности оценивания экономичности системы управления персоналом промышленных предприятий. – Статья.**

В статье рассматривается проблема оценивания экономичности системы управления персоналом на промышленных предприятиях. Предлагаются принципы построения эффективной системы оценивания экономичности персонала промышленного предприятия. Формируется общая система показателей оценивания экономичности системы управления персоналом промышленного предприятия. Рассматриваются факторы влияния на эффективность системы управления персоналом промышленного предприятия.

**Ключевые слова:** экономичность, система управления персоналом промышленного предприятия, трудовая продуктивность, эффективность системы управления персоналом.

#### **Annotation**

**Gurchenkov A.P. Features of the personnel administration system's efficiency appraisal process at the industrial enterprises. – Article.**

Problems of the personnel administration system's efficiency appraisal process at the industrial enterprises are considered in the article. Principles of the effective appraisal system of the personnel efficiency at the industrial enterprise are proposed. General system of the indexes of the personnel administration system's efficiency appraisal is formed. Factors of influence on the effectiveness of the personnel administration system at the industrial enterprise are viewed.

**Key words:** efficiency, personnel administration system of the industrial enterprise, labour productivity, personnel administration system's effectiveness.