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MODERN TECHNOLOGIES OF HUMAN RESOURCES MANAGEMENT

Summary

Theoretical approaches of the concept of human resource management have been studied. It has been stated that the modern concept of human resources management of the enterprise should be strategic and aimed at the effective use of labor potential of the enterprise. The main indicators for assessing the social and the economic efficiency as well as economic, organizational and humanistic approaches to human resource management and main methods of human resources management have been indicated. Modern technologies of human resources management based on high involvement approach to HRM – «HIHRM» and «Hay Group» as a tool for evaluating the human resources results have been studied. It was found out that high involvement human resource management technology (HIHRM) aimed to engage employees in management decisions, as well as to provide employees with skills development and independence. The main functions of HIHRM technology have been indicated

and the recommended process of implementation of high involvement «HIHRM» technology at the enterprise have been proposed. The Hay Group technology that aimed at financial incentives for employees, their attraction, motivation and retention, and not one-time incentives has been studied. The recommended process of Hay Group implementation at enterprise has been proposed.

Introduction

Human resource management is becoming increasingly important, as this category means not only the workforce, but also a resource that can ensure the effectiveness of all organizational processes, as well as a source of ideas and inspiration for development and creation of new opportunities.

The importance and relevance of human resource management is due to the need to develop domestic enterprises in accordance with the peculiarities of the international business environment. Until recently, the concept of «human resource management» was not fully researched, although in the personnel management system of each organization there was such a subsystem as personnel management and social development of the team. During Ukraine's transition to a market economy, the enterprise management system required the training of specialists with knowledge in the field of personnel management. In the context of globalization, the company needs to train personnel capable of making decisions in the context of international business, taking into account its characteristics. Accordingly, the company will have to face new challenges related to human resource management and need to implement modern technologies of human resources management.

The ability to do business depends on factors such as employee qualifications, effective personnel management, which is important as a factor in increasing the company's competitiveness and success through the implementation of its development strategy.

At present, the efficiency of the enterprise is already determined not only by the level of profit or productivity, but also the degree of employee satisfaction. And the person is considered as the most important element of the company which provides its success and development. Whatever conditions and opportunities the company creates without qualified and properly motivated staff, it will be impossible to fulfill them. Therefore, a new view of human resource management is being formed, workers are already seen not only as labor, as valuable capital.

Part 1. Theoretical approaches of the concept of human resource management

Human resource management is used to be understood as the word administration or personnel management. Today, people are an extremely important resource that must adapt to changes, be competitive and learn quickly, these are the qualities that must be inherent in human resources to successfully enter the foreign market [1].

The term «human resource management» can be considered in two dimensions, the first – general, when human resource management is considered as a method of managing employment policy, the second – specific, one specific form of possible methods of personnel management [2].

The main purpose of the process of human resource management at the present stage is the formation, development and implementation of the most efficient human resources of the enterprise. This is due to the fact that each employee must use their own labor and creative potential and thus contribute to the goals of enterprise [3].

In particular, J. Story explained human resource management as «a special way of managing employees in the company, aimed at creating competitive advantage by strategically deploying qualified and loyal staff, which, in turn, uses a comprehensive system of cultural, structural and personnel techniques» [4].

Features of human resource management is determined by the following characteristics of staff:

- systematization of both an individual employee and a group, community;
- combination in the staff of the features of both the object and the subject of management;
- dependence of behavior and properties of staff on the situation and its subjective assessment;
- dependence of performance on the organization of labor and communications;
- the need for special management knowledge to manage people;
- the impact that staff activities have on the results of the organization as a whole;
- imperfection of methods for identifying patterns of group behavior;
- any managerial influence on staff is an interaction that causes activity;
- propensity to influence not only production conditions, but also external and internal factors;
- tendency to form other systems, groups, leading to the emergence of new behavioral factors [5].

The modern concept of human resources management of the enterprise should be strategic, i.e. its main goal should be the effective use of labor potential of the enterprise, adequate to the external and internal environments, to achieve long-term success [6].

Indicators for assessing the social effectiveness of human resources management of the enterprise include: the state of moral and psychological climate, motivation, needs and conflicts in the workforce; the impact of social programs on the effectiveness of employees and the enterprise as a whole; the degree of staff satisfaction with the competitiveness of the workforce; labor organization; its productivity and payment, the work of the enterprise as a whole [7].

The indicators for assessing the economic efficiency of human resources management of the enterprise include: the ratio of costs required to provide the company with qualified personnel, and the results obtained from their

activities; the ratio of the enterprise budget to the number of staff; cost estimation of differences in labor productivity.

In addition, in a market economy, economic indicators have a great importance they are: profit, productivity, sales, profitability, productivity; the ratio of the growth rate of labor productivity of workers with the growth rate of average wages; wage fund and salary intensity; management costs [8].

There are three approaches to human resource management: economic, organizational and humanistic. As for the economic approach, it is dominated by physical and low-skilled labor, and people are seen only as labor, accordingly, only control over the quality and quantity of products, as well as encouragement and punishment of employees is hold. The organizational approach is more improved and modernized, employees are seen as a factor of production, and therefore need higher skills, according to this approach, certain stages of control are carried out, such as: personnel selection, staff evaluation, career planning, training. The humanistic approach is the most modern and used at the moment, human is already considered a complex bio-psycho-social phenomenon, and his work is considered intellectual and creative. As for control, here is: the formation of a team of employees, organization and management of relations in the team, creating the necessary organizational and cultural environment at the enterprise [9–11].

Among the categories of human resources are considered: employees, self-employed, managers, entrepreneurs, professionals, employees, workers, unemployed, students and working retirees.

Methods of human resource management are ways to influence teams or individual employees in order to coordinate their activities in the process of working to achieve the goals of the organization. The methods used in the management of human resources of the organization are divided into three groups: administrative, economic and socio-psychological.

Administrative methods are based on power, discipline and punishment. They rely on the administrative subordination of the entity's entity, based on the existing management hierarchy. Administrative methods focus on such motives as the perceived need for work discipline, a sense of duty, a person's desire to work in a particular organization, a culture of work, as well as responsibilities defined by certain laws.

The importance of human resource management is as follows. First, human resource management directly affects the company's capitalization. The share of intangible assets (brand, intellectual potential of staff, personnel policy) in the total assets of the organization is growing [12].

Second, human resource management as the most important «internal competence» of the organization is one of the factors that provide leadership in competition, as it is one of the most important competitive advantages of the organization, guarantees its success and survival in competitive conditions [13].

Third, according to some experts, human resource management allows companies to move from the number of good ones, acting successful, to the number of leaders in a particular market segment.

The analysis of literature sources on the research topic gives grounds to conclude that given the modern requirements of economic development, the modern model of human resources development should focus on:

- highly qualified and enterprising workforce integrated into the enterprise management system;
- continuity of the process of enrichment of knowledge and professional development;
- flexible and adaptive organization of activities;
- maintaining partnerships both within the company and outside it;
- proper information support, maintenance of effective communications both within structural units and outside the enterprise [13].

It should be noted that the management of human resources in the organization is a special function of management, which consists in forming, proposing and obtaining approval for personnel policy and strategy of the organization; providing advice and guidance to the top management of the organization on personnel policy and strategy of the organization; providing adequate human resources services to recruit, motivate and develop a sufficient number of relevant staff at all levels; consultations of the organization's leaders on the human consequences of change. In any organization, the main goals of human resource management are: the formation of highly qualified, responsible for the task entrusted to the staff with modern economic thinking and the development of a sense of professional pride; meeting the needs of the organization in personnel in accordance with the staff list and professional qualifications of positions; ensuring the social efficiency of the team; coordination of interests and needs of employees with the requirements of the organization; ensuring the ability of human resources to implement goals and objectives that are constantly changing in accordance with the requirements and demands of the environment of the organization. Management of human resources as a holistic system performs the following functions: organizational – planning the needs and sources of staffing; socio-economic – providing a set of conditions and factors aimed at the rational consolidation and use of human resources; reproductive – ensuring the development of human resources [14].

The main tasks of human resource management are to improve:

- personnel policy;
- use and development of human resources;
- choosing and implementing a style of human resource management;
- organization of horizontal coordination and cooperation;
- improving the organization of jobs and working conditions;
- recognition of personal achievements at work;
- stimulation.

In addition, the task of managing the human resources of the organization is to ensure compliance with the human resources of the organization to the following requirements:

- sufficient resources;
- their availability at the right time;
- appropriate qualification;
- presence in the right place.

It should be noted that the competence component allows to improve the roles performed by the specialist in his position, while the content of competencies is determined by the nature of internal and external factors influencing the activities of the enterprise. Such factors include: stakeholders; job responsibilities; enterprise strategy and sub-strategy of foreign economic activity; type of corporate culture; organizational model of personnel management; the level of delegation of authority to line and functional managers; application of modern information technologies; personal qualities and qualities of specialists; communications that allow you to manage information flows, timely and targeted communication of information related to the function of foreign economic activity and ensure the construction of feedback systems, both formal and informal; culture in the organization [15–16].

Effective and rational achievement of the main goals of human resources management (HRM) requires the presence of certain systematized tasks, specifically defined by certain means and objectives of HRM, i.e. the presence of personnel management functions. For the convenience of scientific and organizational process, HRM functions are divided into two groups: management functions and operational functions. Also in the literature there is a third additional group of functions, which are called advisory (advisory in nature). Methodologically correct to distinguish three types of functions: general, specific and partial. General functions form a closed management process, which includes: planning, organization and coordination, control, communication (communication), evaluation, motivation. All these functions must be performed constantly in close cooperation, ie to consider the processes. In addition, in the field of human resource management, they have certain features: the process of determining the near and long-term goals of personnel planning and the choice of optimal ways and tools to achieve them; organization and coordination of labor and technological processes, development of organizational structure, ways of interaction between units, delegation of powers, coordination of all activities, coordination of internal and external transactions; search and allocation of resources, organization, verification of compliance of the management strategy with the control of personnel to the planned guidelines, making corrective decisions if necessary; communication of the mission, goals, values, joint decision-making, the way of transmitting information in the organization for the purpose of consent, trust and cohesion in the team; evaluation of the development and implementation of criteria for evaluating the degree of implementation of strategic objectives

in the context of material achievements, creative ideas, the dynamics of relationships; motivation, ensuring the internal readiness of managers and employees to act in accordance with the chosen strategy, to show the ability to think strategically, to develop the necessary competencies.

Part 2. Modern technologies of human resources management based on high involvement approach to HRM – «HIHRM» and «Hay Group» as a tool for evaluating the human resources results

Innovative technologies for human resource management can be viewed from two perspectives: as new methods of human resource management aimed at improving the efficiency of the organization, and as traditional technologies related to the implementation of innovations in the organization.

The focus of innovation in the human resources sector is related to the following tasks: increasing the level of productivity; effective development and training of personnel; creating a creative environment and improving workers; improving the quality of working life; stimulating ideas; exemption from routine functions; increasing the adaptability and receptivity of staff to innovations; loyalty and involvement of staff, team cohesion; ensuring the balance of interests of the employee and the company.

High involvement human resource management technology (HIHRM) is a policy and procedure that aims to engage employees in management decisions, as well as to provide employees with skills and independence.

The purpose of this technology is to increase employee satisfaction and effort, encourage employee investment in their own productivity and increase commitment. If successful, HIHRMs can increase productivity and wages. Improving the stability of work through the use of high-involvement technology, provides knowledge to employees, and encourages company management to invest in the development and internal promotion of employees.

HIHRM or human resource management system is designed not only to encourage employees to better implement and follow the rules of work set by management, but also to manage production behavior of employees, based on their involvement and identification with the organization through informal, group management. HIHRM allows the company to fully understand its human resources and engage in the organization's tasks, while maintaining compliance with tax laws and labor standards.

HIHRM performs a number of functions:

- management of candidates: job offers for a certain position, and how the brand is positioned and promoted;
- involvement of employees: people who learn more, want to work better and more fully, adopt the company's values, understand the mission and vision, the style and manner of communication of employees with management and colleagues;

- employee management: this function helps to structure the available human resources by organizational units; identify the features of reporting between managers and employees;
- optimization: proactive approach to workforce optimization, resistance to change, high level of talent retention and employee involvement;
- payroll – this feature includes the choice of method of payment;
- workforce management: monitoring the development of employees, performance appraisal by the manager.

As already mentioned, HIHRM is designed to manage the production behavior of employees, by attracting them, identifying with the company. HIHRM simultaneously increases the ability of employees, motivation and creates opportunities for them to contribute to the overall result.

The recommended process of implementation of human resources management technology on the basis of high involvement «HIHRM» at the enterprise consists of such measures:

- definition of the main goals of introduction of technology of human resources management on the basis of high involvement «HIHRM»;
- monitoring of labor productivity at the enterprise;
- development of measures to increase productivity at the enterprise;
- introduction of human resources management technology based on high involvement HIHRM;
- comparison of the results before the introduction of human resource management technology on the basis of high involvement «HIHRM» and after its introduction, identification of changes in the state of productivity;
- determination of expediency of introduction of technology of human resources management on the basis of high involvement «HIHRM» at the enterprise.

Various schemes are used to standardize the pay system in companies and enterprises. Grading technology is considered to be one of the most effective. Grading is the formation of groups (creation of hierarchies) of positions according to certain criteria. This standardization directly affects the wages of company employees. In foreign practice, the grading system has been popular since the 40s of the last century. Its creator was Edward Hay, a prominent businessman, founder and head of the consulting center Hay Group, located in the United States. According to Hay, the salary of employees is formed taking into account many criteria:

- the number of responsibilities;
- position held;
- powers;
- number of hours spent on duties.

The theory is based on Maslow's legendary pyramid of needs. Man seeks to satisfy his physiological needs: food, water, shelter, security. These basic needs can only be obtained with money, which is the main motivation. In order to eat,

rest normally and feel protected, an individual must work well, and therefore receive a decent wage.

The corporate values of an enterprise or company cannot be associated with the satisfaction of the physiological needs of employees. Despite this, monetary compensation always prevails over motivation factors not related to material values.

Hay Group technology, as mentioned above, takes into account all the features of the company, to assess the workplace uses a list of factors:

- level of knowledge – indicates the required level of competence, knowledge, skills required to perform official duties;
- problem solving – allows to determine the employee's readiness for unpredictable situations, their initiative and determination, ability to adapt and respond quickly and certain problems that occur in the work process;
- responsibility – determines how much the responsibility of the employee affects the final result of the company.

Evaluation technology involves:

- description of the characteristics of the factors of evaluation of works;
- characteristics of different levels of work in relation to each factor;
- characteristics of the relationships between factors;
- factor-based estimation algorithm.

General factors are divided into the following components: knowledge; creative potential, ability to solve non-standard tasks (problems); responsibility.

In order to evaluate a position, you need to know the purpose of the position, the result of the position, the impact of the position on a particular process, as well as the scope of activities. In order to evaluate the position by the «Hay group» technology was performed with a minimum of errors, it must be correctly described.

The purpose of using job evaluation according to the methodology of «Hay Group»:

- to understand the effectiveness of the organizational structure: levels of subordination, logic of subordination and the number of subordinates;
- to understand how the person corresponds to the position and whether his work in this position was effective;
- to build a system of rewards (in particular, to understand external and internal justice);
- for career planning.

Achieving a responsible attitude to work requires technology, which is the sum of skills needed for competent work. It has three dimensions: technical / specialized skills; management skills; skills in human relations.

The introduction of grading allows managers to solve different categories of tasks:

Personnel tasks: the management of the organization will be able to improve performance in the following areas:

- increasing employee motivation;
- maximum involvement of staff due to a competent explanation of each business process that they have to deal with;
- goodwill and transparency of relations in the team.

The management will be able, without consequences, to exclude from the staff of workers who do not cope with the tasks set or do not want to properly fulfill their labor duties.

Managerial tasks: grading allows you to optimize the structure of the organization, eliminate duplicate specializations and integrate different departments of the company. This optimization makes the firm or enterprise attractive to outside investment.

Financial tasks: management will be able to set the cost of each employee and reduce / optimize personnel costs. In some cases, it is possible to reduce costs by 50%.

It should be understood that grading is an exact technique that is based not only on describing the quality of work of a particular employee. In practice, the implementation of technology takes quite a long time. It may take from three months to a year to complete the project.

The recommended process of implementing Hay Group technology as a tool for assessing the performance of human resources in the enterprise involves the implementation of the following stages:

- review of information support for the assessment of human resources at the enterprise;
- definition of the purposes of improvement of estimation of human resources at the enterprise;
- identification of weaknesses in the assessment of human resources in the enterprise;
- conducting a survey on the assessment of human resources at the enterprise;
- processing of the information array in order to make decisions related to the implementation of additional measures;
- development of measures to eliminate certain problems;
- analysis of the feasibility of the implemented measures.

The resulting calculations allow you to determine the amount of wages – the real cost of an employee. But the calculations also take into account the corporate policy of the enterprise, the limited budget, and the external development strategy.

Management must remember that the smallest salary cannot be lower than the minimum wage. Otherwise, the company will violate the Labor legislation. Therefore, in the formation of salaries, they are repelled from the minimum wage. In order for the implementation of the grading system to go smoothly, all changes must be documented. An enterprise or organization must introduce a regulation on wages. If possible, a separate regulation on the grade is being developed. When local acts are changed and adopted, a new provision is

introduced into the contract between the employer and the subordinate, as well as into job descriptions. In some cases, changes are made to collective agreements.

Conclusions

Theoretical generalization of key concepts has been made, it has been established that human resources are an important component of the company's success, which is why they require the necessary level of diagnostics and control in order to use them rationally and effectively.

Approaches to human resource management: economic, organizational and humanistic are studied. Among the categories of human resources are considered: employees, self-employed, managers, entrepreneurs, professionals, employees, workers, unemployed, students and working retirees. The methods used in human resource management of the organization are divided into three groups: administrative, economic and socio-psychological.

Human resource management as a holistic system performs the following functions: organizational – planning the needs and sources of staffing; socio-economic – providing a set of conditions and factors aimed at the rational consolidation and use of human resources; reproductive – ensuring the development of labor resources

The peculiarities of the implementation of human resources management technology based on the high involvement HIHRM, as well as the technology of Hay Group as a tool for assessing the performance of human resources in the enterprise are analyzed. The considered technologies of human resources management have their advantages and disadvantages.

The positive impact is in getting the socio-economic effect, as the introduction of high-involvement human resource management technology provides an opportunity to track productivity growth, and staff will be properly evaluated for performance to encourage them to work more effectively. In addition, the introduction of the proposed technologies of human resource management will increase their motivation, which will contribute to more efficient and coordinated work and, consequently, reduce costs and downtime, and thus increase gross income.

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