

**Theoretical,
methodological and
practical foundations
of human resources
management**

**Collective monograph edited by
M. Bezpartochnyi**

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The authors in the book have come to the conclusion that it is necessary to effectively use the potential of human resources, social innovation, opportunities national and regional of labour market, motivational mechanisms and scenario approach. Basic research focuses on evaluation of the effectiveness of human resources, the need for staff development, the global human resource management, corporate social responsibility and the development of motivational mechanisms and the formation of social policy. The research results have been implemented in various models and human resource management strategies, the development of mediation in the labour market, the use of social advertising, volunteering and partnerships. The results of the study can be used in decision-making at the business level and at the level of local authorities in the formulation of development programs and strategies personnel of economic entities in terms of the labour market changes.

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**ROLE OF THE
HUMAN RESOURCES
MANAGEMENT IN AN
ENTERPRISE**

The development of current globalization processes is accompanied by the formation of qualitatively new conditions of market economy. It also provides for the formation of a common world market space. Against the background of these transformation processes significant changes take place in all business areas and fundamentally new economic connections and production relations develop. The difficulties of the period of market reforms, experienced by Ukraine, actualize the role of human factor in business activity. All this requires a new approach to human resources (HR) management in enterprises.

Actuality of the chosen topic lies in the fact that work with personnel in an enterprise is one of the necessary requirements to increase productivity and to increase profit at the company. Problems of HR management were considered in numerous scientific works of home and foreign economists, social psychologists and other specialists in the sphere of human activity. These works have made a great contribution to the theory and practice of socio-economic relations, the study of various systems of HR management.

A significant contribution to the theory of HR management and of its evaluation were made by foreign researchers I. Ansoff, F. Becker, P. Drucker, H. Kunz, M. Meskon F. Hedouri, S. Oddenel T. Peters, G. Simon. The process of social and economic reforms initiated growth of research interest of many scientists in this area, which resulted in works of S.I. Bandura, D.P. Boginia, O.A. Grishnova, V.M. Danyuk, A.V. Kalina, A.M. Kolot, I.D. Kryzhka, N.D. Lukyanchenko, V.M. Nyzhnyk, I.L. Petrova, N.V. Semykina, O.N. Umanskii, which proved the theoretical and applied aspects of personnel management and its evaluation of the company.

Today enterprises lack for comprehensive development as to system solution of management problems and assessment of personnel in the company. This stipulates a comprehensive analysis of the problem and

determines its actuality. Approaches to solution of HR management problems and development of recommendations on personnel evaluation need further research and development. The problem of organization and information support in personnel work remains considerably understudied.

Thus, the term "personnel" combines parts of the company work collective. From a practical point of view, staff includes all employees who perform various operations. Also, it includes those who are engaged in transformation of work items using labor means. We have put the concept of "management personnel" into table 1.1 according to various opinions of scientists.

Table 1.1

The Concept “HR Management” according to the following scientists

Author	Definition
Balabanova L.V. Sardak O.V.	According to the statements of these researchers, HR management is the process of planning, selection, training, assessment, training and motivation of the personnel aimed at its effective use and achievement of the objectives of an enterprise and employees [1, p. 18-20].
Vinogradsky M.D. Vinogradska A.M. Belyaeva S.V.	They identified HR as activity of an organization aimed at efficient use of staff to achieve both organization and individuals’ objectives. [2, p.10-11].
Danyuk V.M. Petyuh V.M.	In their research they consider HR management as systemically organized process of reproduction and effective use of staff of self-governing organization [3, p. 8].
Krushelnytska O.V. Melnychuk D.P.	These scientists consider HR management as science and art of effective people management in terms of their professional activity [6, p. 15-16].
Palekha Y.I.	He defined HR management as purposeful activity of top management of an organization as to development of concepts, strategies of personnel policy and HR management methods [7, p. 60-65].
Savelieva V.S. Yeskov O.L.	Independent management sector, whose main goal is to increase production, creative activity and efficiency of personnel, and focus on reducing the proportion and quantity of production and management personnel, development and implementation of personnel placement policy [8, p. 21-22].

Thus, according to the given definitions of "HR management", it should be noted, that this process is quite complex and extensive, covering a number of components necessary in work with staff of an enterprise.

Modern concepts of human resources management are based on the one hand, on principles and methods of administrative management, and on the other hand - on the concept of comprehensive personality development and the theory of human relations. The basis of the concept of HR management in modern conditions is the growing role of an individual employee, knowledge of his motivational guidance, ability to shape and guide according to the tasks facing the company. Personnel considered here as individuals is a collection of individuals who are affiliated with the company, as a legal entity governed by a contract of employment.

Current views on HR management are closely associated with a person management from perspective of the human relations theory. Thus, the English professor Liz S. [5, p. 14] notes certain strategic areas in work with the personnel, shown in figure 1.3.

President of the School of International Management "Manager - Service" G.M. Ozerov [4, p.14-15] believes that HR management should be based on the following principles:

- person is the foundation of a corporate culture, successful enterprises attach great importance and attention to personnel;
- management is for all; management should be based on three levels: senior management, middle management ("team") and the lower link of "employees");
- efficiency as a criterion of success lies in achieving optimal use of resources and maximizing profit;
- the relationship as a criterion of success;
- quality as a performance criterion, it is necessary to work with interrelated quality subsystems;
- teams as a criterion for the success of an organization; those who work in the organization are its employees;
- training is the key to development and change, and an integral part of promotion of an organization.

Thus, noted principles are noteworthy as aimed at formation of corporate culture and at all-round development of the individual. Considering current technology and consulting these principles can significantly improve the personnel management level.

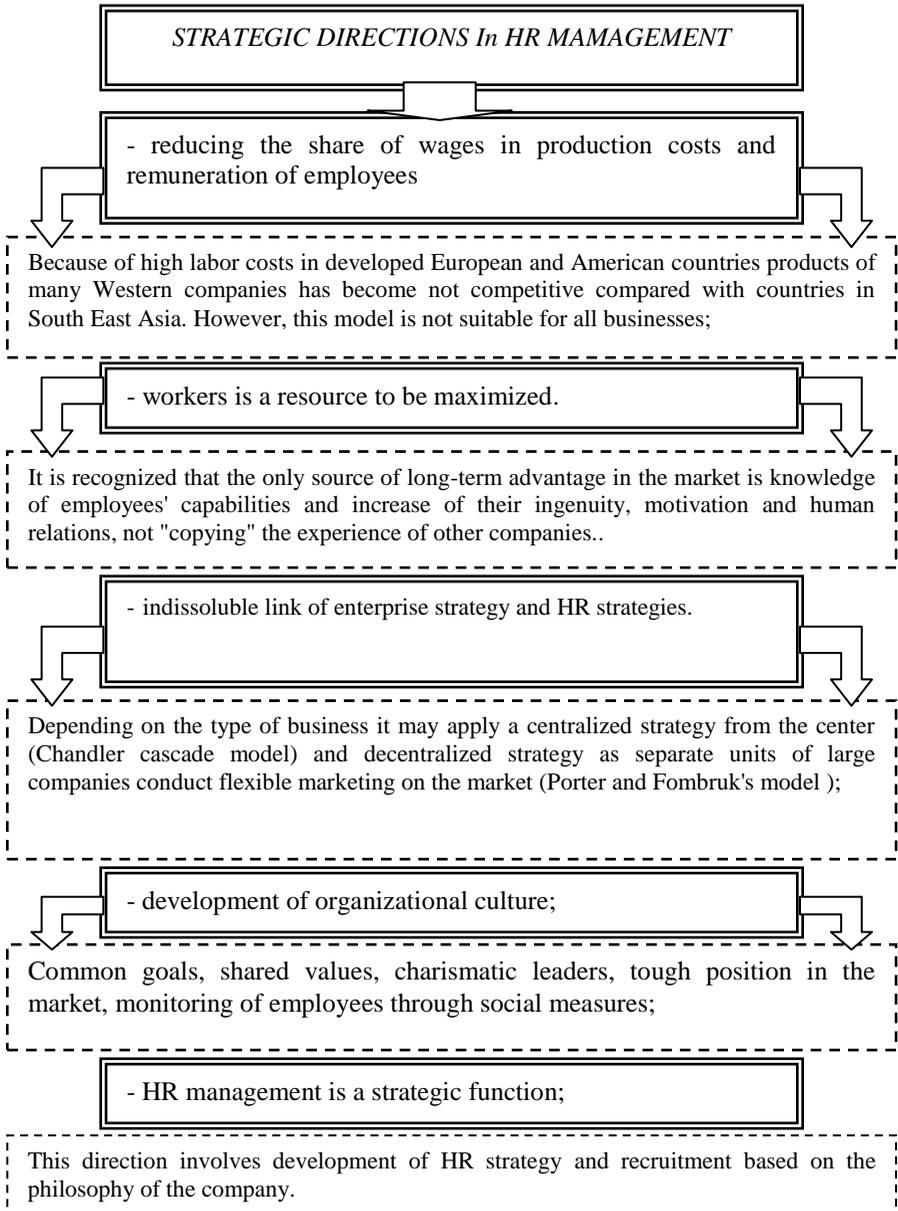


Figure 1.3. Priority strategic areas of HR management

In our view, individual career planning of personnel should start with self-evaluation. For effective use of self-evaluation method it is necessary to create certain conditions, providing the most complete information, opportunities to discuss individual aspirations and plans with the supervisor, HR manager, coach or consultant.

The purpose of self-evaluation as a first stage of an individual career is self-discovery, which is a key success factor. One of the self-discovery tools is a test. Tests can determine the level of a person's corresponding knowledge, personal characteristics and skills. When self-evaluating, it is necessary to consider the results of tests that provide only an actual slice of measured quality, while most personal and behavioral characteristics are able to develop dynamically.

Tests on staff evaluation can be used not only to create an objective assessment of their personal and business skills. Besides it, tests are for correction of erroneous stereotypes of perception of themselves and others, behavior and response stereotypes, which prevent the achievement of career goals. Also they are used for setting goals, ways and means of official and professional growth. Tests can measure the level of intelligence of an individual. There are many kinds of skills: leadership, confidence, perseverance, diligence, attentiveness, sociability and others. Besides tests, self-evaluation includes personal balance, detailed and accurate filling of which focuses employees on themselves (table 1.2).

Table 1.2

Personal balance of interests and abilities

Work, and abilities	Low			High	
	1	2	3	4	5
Manual labour (distinctness, creativity, manual work)	-	-	-	-	-
Oral work (letter, reading, use of words)	-	-	-	-	-
Calculating work (calculations, numbers, accounting)	-	-	-	-	-
Visual work (monitoring, assessment)	-	-	-	-	-
Work with people (consulting, interview, discussion)	-	-	-	-	-
Creative work (inventions, ideas, discoveries)	-	-	-	-	-
Analytical work (research, problem solving)	-	-	-	-	-
Management (supervision, initiativeness, coordination)	-	-	-	-	-
Secretarial work (recording and writing down)	-	-	-	-	-
Mechanical work (repairs, correction)	-	-	-	-	-
International work (foreign relations, diplomacy)	-	-	-	-	-

Analyzing the strengths, personnel can really determine what it can offer to an employer. Knowing own weaknesses helps to make the right

steps in removing them. Combining their interests and abilities, reflection in self-examination with information on career personnel can better identify long-term career goals and define ways to achieve them in the functioning of the company.

In order to accurately determine career goals, you need to assess own strengths and weaknesses. Each employee has a number of restrictions, limiting one's potential. Attention should be focused on the factors that hinder the full realization of all personal opportunities.

Thus, the ratio of certain forms of recruitment depends primarily on the specifics of a particular staff category, as well as of the interaction between the state and an enterprise in the field of training, retraining and skills development. The importance of this interaction results from the fact that it provides an effective solution of not only purely practical problem of providing a modern enterprise with qualified labor force, but it contributes to greater employment of working population, as well as it softens social tension in society caused by unemployment.

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