

Aims & Scope (Economics)

Article

STRUCTURAL-QUALITY CONSTRUCTION OF ENTERPRISE HR-SERVICES BASED ON INDICATIVE APPROACH

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Abstract. The purpose of the scientific article is to develop methodological and applied principles of structural and qualitative construction of HR service of the enterprise using an indicative approach.

The methodological basis of the article is formed on the indicative and target methods of evaluating the appropriateness of HR services, calculation models for determining the level of efficiency of services and departments of the enterprise. Structural and functional modeling of activity of personnel management services was used.

The application of the card of assessment of professional skills and competences of HR personnel of the enterprise is formed and substantiated. A map of recording and analysis of evaluation results of specialist competencies has been developed. A table tool for ranking results by criteria and subsystems has been put into practice.

The practical value of scientific work is the development of methodological and applied support for economic evaluation and construction of HR services of enterprises. In the future, it is planned to form and apply a standard organizational structure of the HR service, which will be based on the design of twelve subsystems that will allow enterprises to include a particular subsystem in the HR service.

Further original research can be formed in the direction of substantiation of the need to separate the HR service into an autonomous structural element of the management system; to introduce economic, social and organizational criteria for evaluating the performance of the HR service, and to ensure the systematic implementation of performance evaluation to guarantee the effective operation of the enterprise.

Keywords: enterprise HR service, personnel competences, professional-qualification characteristic of the employee, indicative approach.

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Introduction

In the conditions of global spread of information and computerization of production and economic processes the activity of the enterprise without the involvement of people is impossible. People are an integral part of the enterprise's resources needed to fulfill its goals and objectives, that is, take the form of "labor" or "human" resources. For improving the efficiency of the personnel management system in the enterprise, it is necessary to search for new tools and methods of construction, operation and development of a special separate element of the management system (HR service), which will be responsible for working with different categories of personnel.

Literature Review

Scientists such as (Armstrong 1997; Hofstede 2010; Massora 2017; Hidayah, Zarkasyi 2017) have made significant contributions to the study of basic HR issues, and some theoretical aspects of HR management have been covered by such scholars as (Albinger, Freeman 2000; Backhaus et al. 2002; Lievens et al. 2007; Theriou 2015). In addition, the possibility of improving staffing services can be considered in the works (Berthon et al. 2005; Newburry et al. 2006; Roy 2008). The scientific works of the authors in this area relate mainly to the consideration of personnel management as an impact on people through various forms and methods of management, but this influence does not always imply achievement of certain goals and determining the role of HR service in the effective work of the enterprise.

Methods

The study used general scientific and specific methods according to the formulation of the topic. Logical and historical approach to the analysis and conceptual reproduction of the evolution processes regarding the economic system of society have become methodological basis for the theoretical study of the transformation processes of financial intermediation institutions, which in turn made it possible to obtain a comprehensive theoretical description of the current stage of financial intermediation development.

Results

The modern enterprise consists of a certain number of employees who are its personnel. Each manager makes his own decisions about their number, structure, subordination, etc. However, these decisions must be substantiated and validated. For this, enterprises use a lot of tools, mechanisms, analytical studies. It is possible to quantify the adequacy of the competencies of HR service personnel using the indicator of professional and qualification characteristics of the employee (IK), which is proposed to be calculated by the equation:

$$I_K = \frac{N_{kv}}{N_{kvz}} \tag{1}$$

where N_{kv} - is the number of high-level employee qualifications;

N_{kvz} - is the total number of professional and qualification characteristics of the employee which the worker must fully possess at a high level.

The optimal value of this criterion is its approximation to 1, that means the best match of the specialist to the corresponding subsystem of HR service. For this purpose we propose to use a map of professional skills and competencies, which should be filled in by HR specialists of the enterprise in order to identify their level of competences (Table 1).

Table 1. Map of the professional skills and competencies of the employee of the HR service of the enterprise

Professional skills and competences that an HR specialist should possess	Level of skills and competences **			
	High	Sufficient	Average	Low
1	2	3	4	5
HR planning subsystem (I1)				
Ability to carry out HR planning in order to determine future staffing needs	5			
Ability to develop HR strategies and plans		4		
Ability to plan and calculate staffing requirements (number of managers, number of executors, staff structure (both by occupational groups, age, gender, etc.)				
Ability to form a “tree of HR goals”	5			
Ability to plan “tree of HR works executors”				1
Ability to plan work of other subsystems of personnel management (during the filling specify them)			2	
Business HR Subsystem (I2)				
Ability to analyze and select sources of candidate search				1
Ability to recruit and select staff according to vacant positions in a timely manner and qualifications			3	
Ability to use modern technologies and tools of personnel support	5			
Appropriate, high-quality and safe working conditions subsystem (I7)				

Ability to carry out analysis at the enterprise with the purpose of creation of proper, working conditions	5			
Ability to identify deficiencies in the labor protection system, to provide suggestions for their elimination		4		
Ability to monitor and implement modern technologies to create appropriate working conditions			3	
Subsystem of information and legal support (I8)				
Ability to collect, analyze information support activities and bring the necessary information to the recipients		4		
Ability to carry out legal support of work with personnel		4		
Subsystem of resource support of work with personnel (I9)				
The ability to analyze the need for resources for the effective work of HR-service and carry out resource support activities	5			
Ability to analyze the quality of use of resources and ways of their application, identify defects and eliminate them	5			
Personnel accounting subsystem (I5)				
Ability to analyze the structure, quality, number of staff		4		
Ability to analyze work activity levels and carry out their normalization		4		
Staff evaluation and certification subsystem (I4)				
Ability to analyze the qualitative composition of staff, to carry out his certification		4		
Ability to evaluate employee work	5			
Ability to form high-quality decisions about the employee's future work based on the results of his assessment				1
Subsystem of training and improvement of professional and qualification characteristics (I10)				
Ability to analyze training and improve professional development needs			3	
Ability to select and apply the most effective methods of professional development		4		
Personnel development subsystem (I11)				
Skills and abilities to provide comprehensive development of the worker (when filling it is expedient to indicate what is the focus: socio-cultural, professional, career, moral, ethical, business, etc.)	5			
Personnel motivation subsystem (I6)				
Ability to analyze and use the necessary effective remuneration systems		4		
Ability to select and apply effective methods, tools of personnel motivation			3	
Rotation and personnel reserve subsystem (I3)				
Ability to provide timely rotation of personnel, in accordance with the conditions that determine the need for it		4		
The ability to monitor the possible outflow of personnel, and the creation of a personnel reserve in accordance with it				1
Worker socialization subsystem (I12)				
Ability to create a favorable social and psychological climate	5			
Ability to develop a culture and "instill" to employees		4		
Ability to adapt workers		4		
Ability to develop socialization programs			2	

*** For evaluation it is proposed to use a five-point scale, according to which a high level is estimated at 5 points, 4 points - sufficient; 2-3 points - average; 1 point – low.*

Source: Froese, Garrett 2010; Sivertzen et al. 2013

It should be noted that the above list of competences is typical and can be used as the basis for any enterprise, but the composition of competences can be supplemented or reduced depending on the target (Broadbent, Guthrie 2008).

The next step is to fill in the competency map by HR and data processing specialists. For this purpose, based on the results of the expert group, a scale for each criterion and separately for each subsystem is proposed (Delery, Roumpi 2017). After that, a map of the results of competency assessment is formed, let us consider the example of the basic questionnaire (Table 2).

To identify and select the best candidate for a specific subsystem of the HR management, the candidate is ranked according to criteria and subsystems (Table 3).

Table 2. The map of the results of the competency assessment

HR service subsystems	Competence levels				
	L1	L2	L3	L4	L5
I1	5	4	5	1	2
I2	1	3	5		
I3	4	1			
I4	4	5	1	3	4
I5	4	4			
I6	4	3			
I7	5	4	3		
I8	4	4			
I9	5	5			
I10	3	4			
I11	5				
I12	5	4	4	2	

Source: compiled by the authors

Table 3. Ranking of specialist results by criteria and subsystems

HR service subsystems	Competence levels					The average weighted level of competence of one subsystem	The weight of the subsystems of HR	The average weighted level of competence by subsystem
	L1	L2	L3	L4	L5			
I1	0,294	0,235	0,294	0,059	0,118	0,205	0,05	1,03
Weight of competencies I1 subsystem	0,23	0,21	0,18	0,16	0,22			
I2	0,111	0,333	0,556			0,196	0,2	3,91
Weight of competencies I2 subsystem	0,34	0,38	0,28					
I3	0,8	0,2				0,320	0,03	0,96
Weight of competencies I3 subsystem	0,6	0,4						
I4	0,235	0,294	0,059	0,176	0,235	0,348	0,1	3,48
Weight of competencies I4 subsystem	0,2	0,22	0,21	0,19	0,18			
I5	0,5	0,5				0,560	0,07	3,92
Weight of competencies I5 subsystem	0,51	0,49						
I6	0,571	0,429				0,259	0,1	2,59
Weight of competencies I6 subsystem	0,43	0,57						
I7	0,417	0,333	0,25			0,200	0,05	1,00
Weight of competencies I7 subsystem	0,6	0,4						
I8	0,5	0,5				0,210	0,05	1,05
Weight of competencies I8 subsystem	0,5	0,5						
I9	0,5	0,5				0,500	0,08	4,00
Weight of competencies I9 subsystem	0,48	0,52						
I10	0,429	0,571				0,501	0,1	5,01
Weight of competencies I10 subsystem	0,5	0,5						
I11	5					0,490	0,11	5,39
Weight of competencies I11 subsystem	1							
I12	0,333	0,267	0,267	0,133		0,369	0,06	2,21
Weight of competencies I12 subsystem	0,27	0,26	0,24	0,23				

Source: compiled by the authors

Thus, the weighted average level of competencies by subsystems is established, on the basis of which we build the competence profile of the HR service employee (Figure 1).

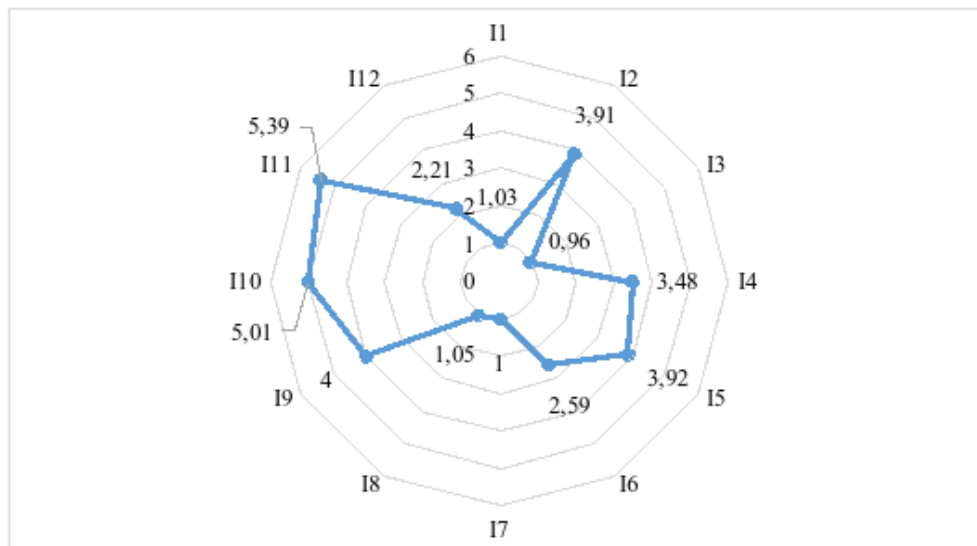


Figure 1. Competence profile of the employee of HR-service of the enterprise

Source: compiled by the authors

The Figure 1 shows that a high level of competence is set for the subsystem I11, respectively, such an employee is more effective to involve in the work of this subsystem. If this subsystem is already staffed, it is possible to continue the selection by descending gradation or with the exception of the subsystem from the evaluation map.

Conclusion

The work was carried out construction and structural filling of HR service of the enterprise on the basis of application of indicative approach which provides development of system of indicators on the basis of which the enterprise can justify need of structural filling of HR service and to calculate its quantitative indicators. Quantitative and qualitative formation of HR service will be carried out in accordance with the current structure of the enterprise and the tasks that are responsible for ensuring the HR service of the enterprise. Based on the use of these indicators, it will be possible for an enterprise to justify the need to distinguish the HR service as a separate element of the management apparatus, to provide economic justification for its creation and to calculate its structural content.

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