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Theoretical Basis of Human Resources Management in an International Organization

With the development of social production and the transition to post-industrial principles of its functioning, the fundamental importance of human resources in the development of civilization becomes increasingly evident. Public development is inextricably linked with the dynamic updating of the system of managerial relations, which, among other things, manifests itself in increasing the role of a set of measures aimed at improving the human resources management system.

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Execution of foreign economic activity by an enterprise and production of goods that would be competitive in foreign markets depend not only on technical equipment of an enterprise, availability of modern technologies, clear system of product quality control, market environment research and consistent implementation of promotion strategies, but also on qualification of employees of an enterprise and effective human resources management [7].

HRM plays one of the leading roles in the management system of an enterprise, since achievement of the main goal directly depends on the labor productivity of employees. At the heart of any commercial organization there is a group of people who carry out certain activities for the

sole purpose: to make profit. That is why it is necessary to direct and motivate people so that they make the greatest possible contribution to achieve that main goal of an organization. A manager always tries to persuade employees to work more productively and to maintain their interest in the results of work. The provision of an enterprise with labor resources, their rational use, and high level of labor productivity contribute to an increase of production volumes, efficient use of equipment and machinery, reduction of production costs and increasing profits.

The **relevance** of the chosen topic lies in the fact that modern conditions are characterized by an increase in the role of personnel in enterprises, because it is the produc-

tive work of human resources that guarantees the prosperity and high profitability of any organization. This is due to the following factors: changes in the content of labor, caused by the use of new technology; transformation of control function, increase of significance of self-control and self-discipline; macroeconomic factors (aggravation of competition in the market, orientation of enterprises to meet consumers' demand, increasing attention to the quality of goods); change in the forms of work organization at enterprises; improvement of educational and cultural levels of employees; change of priorities in the system of personnel values [1]. The mechanism of HRM has particular importance for international enterprises.

The **theoretical significance**: this work will be a generalized basis of theoretical and practical solutions to the challenges of human resources management, and will form the basis for more in-depth studies.

In the transition to a market economy, enterprises have to operate in a competitive environment, find and expand their "niche" in the market of goods and services, master new type of economic behavior, and constantly prove their competitiveness. In this regard, every day requires an increase in the contribution of each employee in achieving the goals of an enterprise, and one of the main tasks of each economic entity is search for effective ways of managing human resources, that is, ways to ensure the activation of the human factor [8].

For the most complete development of the topic of this work, first of all, it is necessary to clearly identify what the labor resources, hired workers, personnel and staff of an enterprise are. Labor resources are part of the able-bodied population, which according to their age, physical, and educational characteristics corresponds to one or another sphere of activity. Hired workers are employees who work for a certain salary, stipulated by an employment contract. Under the staff we understand the regular (permanent) skilled workers who have undergone previous refresher training, have work skills, work experience, specialist knowledge in the chosen field of activity and are in labor relations with the management of firms. Personnel are the entire manpower of an institution, organization, enterprise, all permanent and temporary workers, representatives of skilled and unskilled labor [11].

In the process of production, the optimal combination of such factors as the means of production, materials and labor is carried out. These factors also include such variable factor as management, the main tasks of which are planning, organization and control. Considering the factors of production, along with technical and economic problems, it is necessary to consider social and human interests. Man, as a carrier of the productive factor of labor, is different from other factors of production, primarily because it is not a passive subject, but has its own thoughts, goals, initiative, and is guided by certain needs. Within a classical approach to management, a man is a factor in production. However, according to many scholars, such an approach to manage-

ment does not meet the needs of the current world. Instead, there is a new approach to human management, according to which, human resource policy becomes an active strategy. This strategy integrates into the overall policy of human resource management. A new, non-classical vision of management makes it possible to consider a person as a factor in implementation of organizational policies, source of income, cultural, transformative, and creative power. The human work in an organization must be used in a way to ensure the optimal use of human resources, the potential of organizational behavior of employees.

Managers need to consider two aspects of organizational behavior as a management problem:

- Socio-psychological — spheres, methods and means by which the manager can influence the organizational behavior of the subordinate.
- Organizational and technical — measures that must be taken within an organization to orient the organizational behavior of employees to achieve production goals [13].

The processes of human management were carried out in all civilizations and in different societies. HRM is a specific function of management activity, the main object of which are people belonging to certain social groups, labor collectives. Executives and specialists who perform management functions in relation to their subordinates serve as subjects of HRM.

Hence, human resources management is a deliberate activity of an organization's management team to develop concepts, strategies of personnel policy and methods of human resources management. It is a systemic, systematically organized influence through a system of interconnected economic and social organizational measures aimed at creating conditions for the normal development and use of labor force potential at an enterprise level. Planning, forming, redistribution and rational use of human resources is the core content of human resources management [9].

Human resources management should be consistent with the concept of enterprise development, protect the interests of employees and ensure compliance with labor legislation in the formation, consolidation (stabilization) and use of personnel. In modern conditions, the basis of the concept of human resources management is the growing role of an employee identity, knowledge of his/her motivational settings, and ability to form them and guide them in accordance with the tasks that an organization faces.

The basic tasks of human resources management include:

- provision of an enterprise with required quantity and quality of personnel for the current and future periods;
- creation of equal opportunities of labor efficiency and rational occupation of employees, stable and uniform workload during the working period;
- satisfaction of reasonable staffing needs;

- ensuring compliance of the labor potential of an employee and his/her psycho-physiological characteristics to the requirements of the workplace;
- maximum performance of various operations in the workplace.

The typical tasks of HRM, as well as the methods to be used for each task, are discussed in more detail in Table 1.

Human resources management system in an enterprise consists of many subsystems, each of which performs appropriate functions.

The subsystem of general and linear management manages the organization as a whole, as well as individual functions and production units. Functions of this subsystem are performed by the head of an organization, his/her deputies, heads of functional and production units, and their deputies.

The subsystem of personnel planning and marketing performs the following functions: development of personnel policy and personnel management strategy, human resources analysis, labor market analysis, personnel planning, planning and forecasting of staffing needs, etc.

The subsystem of personnel management and accounting organizes personnel hiring processes and activities, assesses selection and recruitment of staff, accounts hirings, transfers, promotions and dismissals of the personnel,

takes care of professional orientation and organization of rational use of personnel, etc.

The subsystem of labor relations management conducts analysis and regulation of group and personal relationships, analysis and regulation of relations of management, management of industrial conflicts and stress, etc.

The subsystem of ensuring normal working conditions fulfills the following functions: compliance with the requirements of psychophysiology and ergonomics of labor, compliance with the requirements of technical aesthetics, occupational safety and environmental protection.

The subsystem of personnel development management carries out: training, retraining and advanced training, entry into the office and adaptation of new workers, evaluation of candidates for a vacant position, periodic assessment of personnel, etc.

The subsystem of personnel behavior motivation management performs the following functions: management of motivation of labor behavior, normalization and rating of labor process, development of remuneration systems, development of forms of employee participation in profits and capital, etc.

The subsystem of social development management carries out: organization of public nutrition, management of housing and communal services, development of culture and physical education, provision of health and rest,

Table 1. Tasks of human resources management Source: own representation based on [5]

Task of HRM	What needs to be defined	Research methods
Formation of structures and staff	1. Psychologically substantiated standards of controllability and optimal size of production teams. 2. Professional qualification requirements for employees. 3. Socio-psychological models of production teams	Analysis of content of work, compliance with professional requirements of the workplace. Modeling, expert evaluations
Recruitment	1. Level of development of general and special abilities of a person. 2. Individual psychological features of a person, his/her orientation	Observation, conversation, documents analysis, tests of interests, intellectual tests, tests of special abilities, experiment
Personnel development	1. Level of professional knowledge, skills, desires of an employee. 2. The most effective forms of vocational training. 3. Effective means of influence on those who are studying	Surveys, expert evaluations, conversation, business cases, situational tasks, experiment, training
Personnel assessment and placement	1. Fit between an employee and his/her workplace. 2. Opportunities for further cooperation. 3. Results of labor activity. 4. Place of an employee in the collective	Surveys (questionnaires, interviews), group assessment of personality, expert evaluation, observation
Rational use of personnel	1. Reasons for discipline violation. 2. Socio-psychological climate in the team. 3. Efficiency of personnel work	Documents analysis, tests, questionnaires, survey method, analysis of disciplinary power, conversation, analysis of team work results, leadership style

provision with children's institutions, management of social conflicts and stress.

The subsystem of managerial organizational structure development performs such functions as analysis of the formed management organizational structure, design and formation of a new management organizational structure, development of schedules.

The subsystem of legal support of the system of human resources management carries out: settlement of legal issues of labor relations, coordination of administrative and other documents on human resources management, settlement of legal issues of economic activity, consultations on legal issues.

The subsystem of information support of the human resources management system performs the following functions: keeping records and statistics of personnel, information and technical support of the HRM system, provision of personnel with scientific and technical information, etc [10].

Schematically, the structure of human resources management is depicted in Figure 1.

To conclude, human resources management is responsible for the most important production factor — labor. The core activities of human resources management is planning, forming, redistribution and rational use of human resources. HRM consists of many subsystems, each of which performs appropriate functions. Such variety allows for complex approach to ensure all aspects of labor are covered.

At the heart of the mechanism of HRM of an international enterprise is its personnel policy, because it is used to implement the functions of each of the subsystems of HRM under consideration. Personnel policy is a set of principles, methods, and forms of organizational mechanism for the

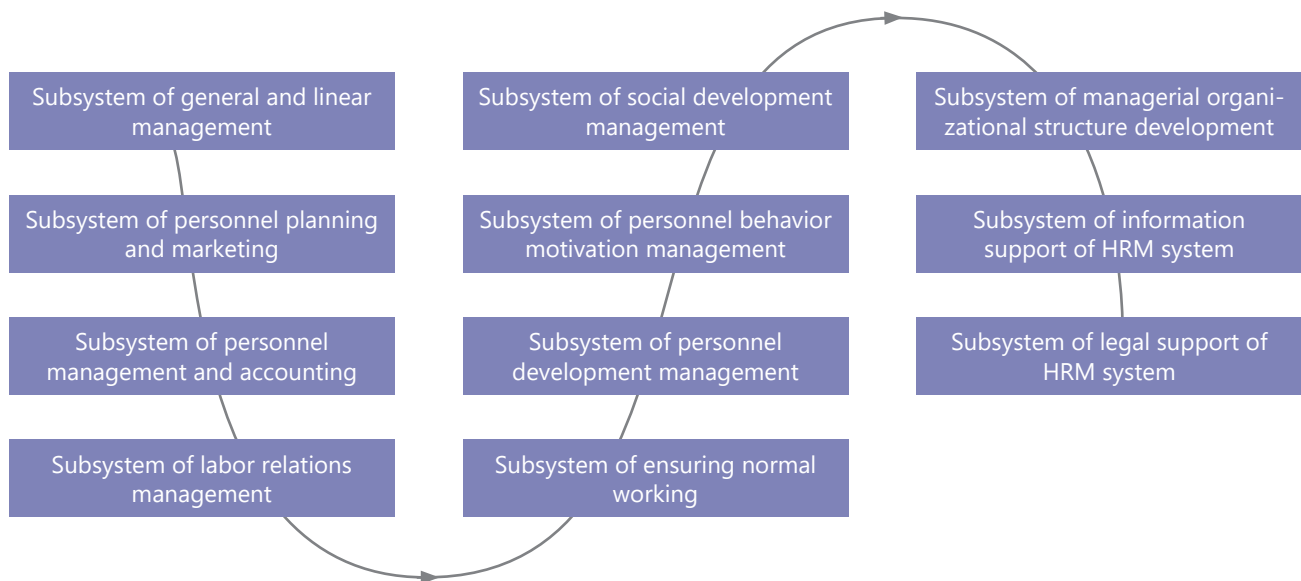
formation, reproduction, development and use of personnel, creation of optimal working conditions, work motivation and stimulation. Personnel policy defines the general line and the principle guidelines for human resources management for a long-term perspective [11].

The main objectives of personnel policy are:

- timely provision of personnel of required quality and in sufficient quantity;
- provision of conditions for implementation of the rights and obligations of citizens envisaged by labor legislation;
- rational use of labor potential;
- formation and maintenance of effective work of labor collectives [11].

Personnel policy includes the following elements:

- employment policy, which covers provision of highly skilled personnel, creation of attractive working conditions, ensuring of their safety, and creation of career opportunities in order to increase the level of work satisfaction;
- training policy, which involves formation of an appropriate training base, opportunities for advanced training and realization of aspirations for professional growth;
- compensation policy, which covers provision of wages that are relatively high compared to other employers, and that would correspond to the experience, abilities and attitudes of an employee to his duties, his labor contribution;
- welfare policy based on providing a wide range of social benefits, creating conditions that are attractive to employees and mutually beneficial for them and for an enterprise firm;



■ Fig. 1. System of human resources management Source: own representation based on [10]

- labor relations policy, which provides for establishment of certain procedures to prevent emergence of labor conflict, establishment of a better style of management, relations with trade unions, etc [13].

Personnel policy, firstly, forms the requirements for the labor force at the hiring stage. Such requirements include the necessary level of education, special training, work experience, personal qualities, professional skills, etc. Secondly, personnel policy affects an attitude towards "investment" into labor force, targeted influence on personnel development, as well as stabilization of the team and the nature of the training of new employees, retraining and refresher training. Personnel policy, in general sense, should be based on such principles as justice, consistency, equality, absence of discrimination on the basis of age, gender, religion, compliance with labor legislation.

Each organization independently defines its personnel policy, but there are a number of factors that, in any case, have a direct impact on its formation. The above factors can be divided into two groups: external and internal.

External factors include national labor law, relationship with the trade union, state of economic conditions, state and prospects of development of the labor market.

Internal factors are structure, goals and strategy of an organization; territorial placement; production technologies; organizational culture; quantitative and qualitative composition of current personnel and its possible changes in perspective; financial capabilities of organizations that determine the permissible level of personnel costs; current payment level [11].

Personnel policy is closely linked to the system and sub-systems of HRM, and, therefore, performs similar tasks and functions. The main elements of personnel policy include:

1. Choice of management style, which determines the choice of other tools.
2. Social policy and wage policy (labor motivation).
3. Policy in the field of education, advanced training and appointment.
4. Creation of proper working conditions.
5. Provision of personnel [13].

Thus, the mechanism of human resources management of a company is based on implementation of personnel policy, which, in turn, is implemented through a set of methods of impact on personnel. Methods are a way to influence the team or individual employee to achieve the goal and to coordinate his/her activities in the production process. In the theory and practice of management there are three groups of methods: administrative, economic and socio-psychological. The proper application of those methods is one of the main challenges of HRM.

Administrative methods are based on authority, discipline and punishment, known in history as a "whip method". They rely on administrative subordination of an object to a subject, on the basis of the existing management hierarchy. Administrative methods are guided by such motives

of behavior as a need for labor discipline, sense of duty, person's desire to work in a particular organization, culture of work. They are quite diverse and operate through the following mechanisms:

- legal norms and acts — state laws, decrees, regulations, standards, instructions, approved by state authorities and mandatory for compliance;
- instructions, organizational schemes, standardization;
- orders used in the process of operational management.

The main functions of administrative methods are to provide a stable legal environment for organization's activities, protect the specific environment, and guarantee rights and freedoms.

Economic methods are based on the use of economic incentives and are known as the "carrot method". They are used for material stimulation of the collective and individual workers.

Socio-psychological methods are based on the use of moral incentives for work and affect personnel with a help of psychological mechanisms in order to translate administrative tasks into a conscious responsibility, the inner need of a person [11].

At the heart of human resources management mechanism there is an effective labor motivation, because it helps to increase the labor productivity, increase the volume of produced and sold products, thereby positively affecting profitability of an enterprise. The abovementioned methods of HRM are implemented with a use of various tools of motivation.

All tools for labor motivation can be divided into material and non-material incentives, compensations and mixed incentives. All of them form a system of personnel incentives. Labor motivation cannot be effective without satisfying material needs, focusing on the material interest of employees. Increase in the value of labor and status motives does not mean an absolute decrease in the role of material motives and incentives. They continue to be an important catalyst that can significantly increase work activity and contribute to the achievement of personal and organizational goals [10]. The main material incentive, of course, is salary. It is conventionally divided into two parts: base and extra. A base wage/salary is the remuneration for the work performed in accordance with the established norms of labor (norms of time, production, service, duties). It is set in the form of tariff rates and piece rates for workers and employees. An extra wage/salary is the remuneration for work exceeding the established norms, labor advancements and ingenuity and special working conditions. It includes fringe benefits, allowances, warranties and compensatory payments, bonuses [14].

Depending on the factors taken into account as the basis for salary calculation, all its numerous varieties (systems) are divided into two main forms: hourly and piece rate. A piece rate form of salary is a payment, which is established depending on the quantity of products manufactured,

work performed or services rendered in a certain quality and which are carried out in accordance with the norms and rates established in accordance with the level of work performed. At the same time for each unit of production there is an established amount of payment — a piece rate. In the piece rate form of salary, the level of labor is the product produced by the worker (or the amount of work performed), and the amount of earnings is directly proportional to its quantity and quality, based on the established piece rates.

The piece rate salary is effective in cases where scientifically sound labor rate setting is used, which enables an establishment of technically sound production norms or time standards; a correct tariffing of works is carried out in accordance with the requirements of tariff-qualifying directories; there are well-stocked production records; there is control over the quality of work performed; a rational organization of labor is provided, which helps to eliminate the loss of working time for organizational and technical reasons. The piece rate form of salary is represented in the following systems: direct piece rates; piece plus-bonus rates; progressive piece rates; indirect piece rates; accord.

In the case of a direct piece rate system, the worker receives a payment for each unit of the product, equal to the piece rate, regardless of whether the norm of output has been fulfilled or overfulfilled. Piece plus-bonus system of remuneration stimulates achievement of quantitative and qualitative indicators in the labor process. The progressive piece rate salary system implies a progressive increase in rates depending on the achievement of production norms and is used in works that affect the results of the workshop or an entire enterprise, as well as in cases where it is necessary to increase the output without introduction of additional equipment and without increasing the number of workers. Indirect piece rate salary system is used for auxiliary workers or support workers employed by the main workers. Their earnings depend on the results of work of the workers they serve. The accord salary system oversees an establishment of a piece rate for the entire complex of works, based on the current norms of production and piece rates. Often, the accord system is used in industries with a long production cycle (shipbuilding, heavy machinery); as well as for the payment of workers in the event that they perform their work in a short time (repair of large aggregates, performance of loading and unloading and construction works) [12].

Except for piece rate payment method, there is also an hourly payment method, that is, the payment for a certain length of work (hour, day, month). The application of hourly salary requires:

- accurate accounting and control over the actual time worked;
- proper assignment of tariff ranks to employees according to their qualifications and taking into account the qualification level of the work performed;

- development and proper application of reasonable production norms, tasks norms, service and quantity norms.

At modern enterprises, labor of workers with hourly pay should be standardized and assessed on the basis of indicators that take into account the results of their work. Such indicators can include:

- production tasks that determine an amount of work per shift, week or month for each hourly worker;
- planned production norms or tasks for a brigade, a shop;
- labor standards that can be established as a degree of compliance with technological parameters, regimes, norms of consumption of raw materials, materials and other productive resources, terms of execution of certain types of work, etc.

In a simple hourly system, amount of earnings is determined depending on the tariff rate of the worker and the amount of time worked out by him. By way of paying, hourly payment can be hourly, daily, monthly. A more effective system is hourly plus-bonus system. Under this system, earnings for the worker are calculated not only for the time spent, but also for the achievement of certain quantitative and qualitative indicators. Quantitative indicators may include time spent, execution of planned tasks. Qualitative indicators include increase in the quality of the product, saving of raw materials, fuel, tools, compliance with technological regimes, etc. Many enterprises use the hourly plus-bonus system with normalized tasks. Workers are rewarded for fulfilling their normalized tasks. In the case of using this system, each worker has a specific variable or monthly task (in units, hours or money) and the results are taken into account when calculating bonuses for this period. The introduction of this system is accompanied by an increase in the standardization of labor, introduction of technically sound quantitative norms and standards [4].

In conditions of expansion of economic independence of enterprises and transition to market relations, the ineffectiveness of salary organization on the basis of a rigid tariff system becomes evident. Under inflation, imperfect tax mechanisms complicate the work of enterprises and firms in such a way that they do not always have an opportunity to pay salaries guaranteed by the tariff system to all employees. Therefore, this led to the development and implementation of non-tariff and flexible salary systems, remuneration systems for qualifications and personal merits, considering the financial performance of enterprises.

Flexible remuneration system is a system in which a certain part of earnings is dependent on personal merits and an overall efficiency of an enterprise. When determining an amount of pay, a company considers not only experience, qualifications, and professional skills, but also an importance of an employee, his/her ability to achieve certain goals for the development of an organization.

In flexible systems, tariff serves as a basis for an employee's earnings, which is supplemented by various bonuses and fringe benefits. Flexible tariff system differs from the usual systems by the fact that it is developed for the needs and considering a specific enterprise; the basis of its formation is, first of all, a list of those works that are carried out at this enterprise and qualify in terms of complexity and significance for this enterprise; employee's earnings are individualized and depend on the actual results of work. Expansion of economic independence is accompanied by the use of a non-tariff remuneration system.

Non-tariff remuneration system is an organization of remuneration based on the principle of partial distribution of collective's earned money among employees according to established ratios (coefficients) in salaries for work of different quality (depending on qualification, position, profession of employees, etc.). In this case, guaranteed tariff rates, as well as most types of bonuses, fringe benefits and allowances are not used. The level of payment for each employee depends on the salary fund of an enterprise. Thus, each employee receives his share depending on the final result of an organization and its position in the market, which contributes to increasing interest in the affairs of an organization. Non-tariff remuneration systems are flexible, easy for understanding by all employees, and ensure their interest in the results of work. They are widely used at joint-stock, small and private enterprises in various modifications and models [2].

The main non-material means of maintaining high labor activity are creation of favorable working conditions, normal psychological climate, promotion of workers, possibility of career growth and rapid advancement, awarding, conducting training and advanced training courses, etc. In the general sense, it is necessary to create conditions favorable for employees to express themselves, to take the initiative and to develop interest in work. In modern conditions, non-material incentives and compensation are gaining in importance, and therefore, for an ideal system of job incentives, it is necessary to balance the use of all four tools of motivation: material and non-material incentives, mixed forms of incentives and compensatory payments.

In general, whatever means, tools and methods are chosen, functioning of human resources management mechanism should meet the following requirements: complexity, that is, taking into account the interconnection of all functions and departments; flexibility, which is expressed in readiness for rapid changes; self improvement; continuous monitoring of key indicators with further adjustment of measures aimed at achieving goals; information using modern approaches and technologies; effective development; continuity of the mechanism [15].

When considering approach to assessing the HRM and what should be assessed in order to see how it deals with existing challenges, it is necessary to assess HRM effectiveness. Effectiveness of an integrated system of human resources management of an enterprise should be considered as part of the effectiveness of an enterprise as a whole.

However, there is currently no single approach to assessing this effectiveness. The difficulty lies in the fact that the process of work of employees is closely linked to the production process, its final results, and to the social development of an enterprise. Accordingly, the methodology of evaluation is based on the choice of criteria of effectiveness of organizational, economic and social subsystems of the complex system. Goals of these subsystems can serve as such criteria.

The task of assessing the effectiveness of human resources management of an enterprise is to determine:

1. Economic effectiveness (characterizes achievement of the goals of an enterprise through better use of labor potential).

Criteria for assessing the economic effectiveness of HRM of an enterprise should reflect the effectiveness and result of human labor.

2. Social effectiveness (characterizes meeting expectations and satisfaction of needs and interests of employees of an enterprise).

Social effectiveness of human resources management of an enterprise is largely determined by an organization and motivation of labor, the state of socio-psychological climate in the collective, that is depends more on the forms and methods of working with each employee.

3. Organizational effectiveness (evaluates an integrity and organizational design of an enterprise) [1].

Assessment of the effectiveness of human resources management is carried out by analyzing the coefficients that characterize stability of personnel and firm's staffing, structure of personnel, analysis of the wage fund and its profitability, ratio of production and financial costs of the human resources system, labor productivity, qualitative and quantitative personnel assessment, level of personnel satisfaction with working conditions and other factors. Choice of methodology for HRM research depends on the type of organization conducting the analysis, specific research objectives and available resources.

One of the basic methods of assessment is the analysis of qualifications of the personnel, their level of education, as well as age structure. These indicators can be used to observe the general tendency of the personnel system development and to analyze the qualitative characteristics of the personnel.

The next group of factors relates to the provision of human resources. It includes the turnover of personnel, the consistency of personnel, the rate of turnover based on dismissal and hiring, the ratio of total personnel turnover.

Personnel turnover is an aggregate of employees' dismissals, both unsolicited and for absenteeism and other violations of labor discipline, in relation to their average number. Turnover worsens many performance indicators. First of all, it is a lost profit due to the slow integration of new-hires and the reduction of labor productivity. There are difficulties with motivation of the personnel. The turnover of the personnel worsens the climate in the collective,

which prevents the creation of a team. The state of the process of personnel turnover in an enterprise is characterized by the coefficient of personnel turnover (C_T) (Formula 1):

$$C_T = \frac{N_{(UNSO.L.DISM.)} + N_{(DISC.VIOL.DISM.)}}{N_{AVR}} \times 100\%, \quad (1)$$

where N_{AVR} – average number of employees;
 $N_{(UNSO.L.DISM.)}$ – number of employees who left the company based on unsolicited dismissal;

$N_{(DISC.VIOL.DISM.)}$ – number of employees dismissed for violations of labor discipline [1].

If C_T is 3–5% – turnover of personnel in an enterprise is low and symbolizes the natural renewal of personnel;

5% $\leq C_T \leq 10\%$ – turnover of personnel in an enterprise is average;

$C_T > 10\%$ – turnover of personnel in an enterprise is high.

The ratio of hiring turnover is defined as the ratio of the number of all hired employees to the average number of employees (2):

$$C_{HT} = \frac{N_H}{N_{AVR}} \times 100\%, \quad (2)$$

where N_H – number of hired employees during the reporting period;

N_{AVR} – average number of employees.

The dismissal turnover is characterized by the number of employees who dismissed (or were dismissed) from an enterprise for the given period for various reasons. The coefficient of dismissal turnover is defined as the ratio of the number of all employees dismissed for a certain period to an average number of employees (3):

$$C_{DT} = \frac{N_D}{N_{AVR}} \times 100\%, \quad (3)$$

where N_D – number of dismissed employees during the reporting period;

N_{AVR} – average number of employees [6].

The coefficient of total turnover (C_{TP}) is calculated by the ratio of the number of hired and dismissed employees to the average number of employees or determined as the sum of the coefficients of hiring turnover and dismissal turnover for the period (4):

$$C_{TP} = C_{HT} + C_{DT}, \quad (4)$$

where C_{HT} – coefficient of hiring turnover;

C_{DT} – coefficient of dismissal turnover.

There is also a set of ratios used to assess talent acquisition:

- Turnover coefficient of new employees (5):

$$C_{TNE} = \frac{N_{DNE}}{N_{TNE}}, \quad (5)$$

where N_{DNE} – number of new employees (working at the company for less than 2 years), who dismissed during the reporting period;

N_{TNE} – total number of new employees (working at the company for less than 2 years).

- Coefficient of attraction of diversified profiles (6):

$$C_{ADP} = \frac{N_{DP}}{N_{AVR}}, \quad (6)$$

where N_{DP} – number of employees, who belong to particular group according to gender or age criteria;

N_{AVR} – average number of employees.

Another important area to assess is talent development:

- Coefficient of international assignments (7):

$$C_{IA} = \frac{N_{DP}}{N_{AVR}}, \quad (7)$$

where N_{DP} – number of employees, who got an international assignment during the reporting period;

N_{AVR} – average number of employees.

- Coefficient of retaining of key talents (8):

$$C_{RKT} = \frac{N_{DKT}}{N_{TKT}}, \quad (8)$$

where N_{DKT} – number of key talents that left the company during the reporting period;

N_{TKT} – total number of key talents in the company.

- Coefficient of promotions (9):

$$C_P = \frac{N_P}{N_{AVR}}, \quad (9)$$

where N_P – number of employees, who received promotion during the reporting period;

N_{AVR} – average number of employees.

For the analysis of the economic effectiveness of the existing personnel policy, companies use the ratio of profitability of the use of labor resources (P_L), which is calculated

as the ratio of profit to the average number of employees of the enterprise (10):

$$P_L = \frac{P_{NI}}{N_{AVR}}, \quad (10)$$

where P_{NI} — net income;

N_{AVR} — average number of employees.

This indicator characterizes the amount of profit provided for the company by one average employee. It is expressed in UAH per employee [3].

Indicators for assessing the economic effectiveness of human resources management of an enterprise:

1. Ratio of the costs necessary to provide the company with skilled personnel, and the results derived from their activities.
2. Ratio of the budget of the unit of an enterprise to the number of personnel of this unit.
3. Cost assessment of the differences in the effectiveness of labor (determined as a difference in results of the work of the best and average employees performing the same job).

These indicators target employees for achievement of planned tasks, rational use of working time, improvement of labor and executive discipline and, mainly, aimed at improving the organization of work.

In addition, in a market economy, the following economic indicators are important:

- profit;
- labor productivity;
- sales volume;
- profitability;
- ratio of the growth rates of labor productivity to the growth rates of average salaries;
- wages and salary fund;
- management costs [1].

For a complete analysis of effectiveness at enterprises with a large number of employees, companies use indicators of the achievement of the plan by the number and composition of employees. To do this, you need to analyze the overall provision of an enterprise with labor force, namely:

1. Determine achievement of plan by number by groups and categories of employees.
2. Determine the specific weight of industrial and production personnel and non-industrial personnel to the total number. At the same time, the higher level of provision with industrial and production personnel is a positive factor, because they produce products, and non-industrial staff only helps with its release to the market.
3. Determine an absolute and relative excess or shortage of labor in groups and categories of workers.

An absolute deviation is the difference between actual and planned number for each category of industrial and production personnel. An enterprise plans its size based on a certain volume of output. Change in the volume of output leads to a change in the number of employees. Therefore, it is necessary to calculate a relative deviation as well. Relative deviation must be adjusted by the percentage of achievement of the production volume plan. Relative deviation is calculated only in the category of workers, because only they take part in the production. The calculations oversee the difference between actual number of workers and adjusted planned number. The absolute deviation accurately reflects achievement of the plan by number in case, when the plan for the production is executed for 100%. If the plan is not executed or overfulfilled, then it is necessary to determine the relative deviation [14].

There are also other performance indicators to analyze effectiveness, which are primarily related to an organizational effectiveness of human resources management:

1. Ratio of the number of management apparatus and other categories of employees.
2. Reliability of the personnel (determined by the magnitude of possible failures in the work of all units of an enterprise due to late information provision, errors in calculations, violations of labor discipline).
3. Uniformity of loading of personnel (characterizes a specific weight of losses due to overload of workers).
4. Level of labor discipline (reflects the ratio of the number of cases of violations of labor and executive discipline to the total number of employees of an enterprise). It allows us to make conclusions about organizational order in the enterprise and its organizational culture.
5. Staffing.

It is assessed:

- quantitatively — by comparing the actual number of personnel with the required amount (calculated based on the labor intensity of operations) or with the planned number provided by the staff list;
- qualitatively — according to corresponding of professional qualification level, education, practical experience of personnel to the requirements of occupied jobs (positions) [1].

It is important to understand that there is no one proper way to assess the effectiveness of HRM of an enterprise, because each company is unique and its challenges are also unique. Therefore, while choosing the indicators for assessment, it is necessary to ensure that they cover the individual characteristics of an enterprise and its personnel, and allow assessing the system under study in a sufficient manner.

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Теоретичні основи управління людськими ресурсами в міжнародній організації

З розвитком суспільного виробництва та переходом до постіндустріальних принципів його функціонування все більш очевидним стає фундаментальне значення людських ресурсів у розвитку цивілізації. Суспільний розвиток нерозривно пов'язаний з динамічним оновленням системи управлінських відносин, що, серед іншого, проявляється у підвищенні ролі комплексу заходів, спрямованих на вдосконалення системи управління персоналом.

Ключові слова: управління персоналом, організаційна поведінка, людський фактор, типові завдання HRM, ефективність управління персоналом.