

Sinits'ka V.
O. Getman, research supervisor,
Dnipropetrovs'k State Financial Academy

MODELING OF COMPREHENSIVE EFFICIENCY ASSESSMENT OF HR MANAGEMENT SYSTEM AT THE ENTERPRISE

Research actuality. Evaluating the effectiveness of HR management system describes the ability to influence directly at the business activity of the organization as well as their separate departments. The purpose of this assessment is the diagnosis of the current level of social and economical efficiency of the HR management system and finding ways of rising business efficiency by improvement HR system.

The purpose of research is projecting a comprehensive evaluation of the HR management system effectiveness.

Analysis of recent research and publications.

The problems of comprehensive estimation of HR management system are considered in thesis of foreign scientists and scholars of post-soviet space such as K. Bowman, J. Gibson, E. Voutelaynen, A. Kotlyar, A. Yanovsky. But the results of their researches are theories and hypothesis with the reflection characteristics of the national origin. A comprehensive assessment of HR management system in Ukrainian economical science is connected with the scientific works of A. Luk'yanyhina, V. Luk'yanyhin, I. Kiyasov, O. Litvin, E. Onishchenko and others whose works are the basis of our research.

Results of research. Considering the theoretical aspects of the research problem we should describe the scientific thesis, which, in our opinion, have not only theoretical but also practical value. In particular, E. Onishchenko sees results of effective HR-Management system in 4 constituent subsystems: subsystem of HR-formation; subsystem of HR-development, subsystem of HR-quality management and subsystem of HR-engineering [3]. But this system doesn't include important subsystem such as training and motivating employees.

O. Luk'yanyhina identifies two approaches for evaluating the effectiveness of the HR management system: the first method involves activity evaluation of HR departments; the second method includes an assessment of top-management and work of specialists [1]. But, in our opinion, both approaches have some disadvantages. The first approach is almost entirely based on an efficiency evaluation of HR department activity and the second approach can be applied in the work of competitive enterprises, where standards are clearly expressed and there is a constant monitoring of quantitative and qualitative indicators of labor results.

Generally, it should be noted that both approaches are not comprehensive. It

is necessary to use an integrated approach for adequate and reliable evaluation of HR management system.

In our opinion, the closest to a comprehensive evaluation the effectiveness of the HR management system is the method proposed by O. Lytvyn. He proposes to estimate HR system with the help of nine criteria: 1) realization of HR management policy; 2) labor organization and motivation; 3) hiring employees; 4) staff structuring; 5) staff adaptation; 6) staff development; 7) staff evaluation; 8) staff training and 9) development of corporate culture.

Nowadays, human capital is an essential resource of enterprise. Therefore, in our opinion, it should be paid more attention to the training under this methodology, since this technique allows to calculate only indicators such as the percentage of those employees, who received training (for different specialties) as well as the average cost for a training employee (for categories of staff).

In highly competitive conditions employees must be not only qualified but also universal. Therefore for the successful functioning of the organization in the long term period it is necessary to create a training system that will enable employees to acquire specialized knowledge. Because staff mobility is an important precondition of high competitiveness at the market from the point of need for their rapid reorientation from one specific activity to another. An important emphasis in this case should be put on the assessment of employee's training and their practical level. Also it is necessary to monitor the dynamics of personnel performance in indicators of labor productivity.

Scientific conclusion. Thus, the results of our research shows that under present conditions it is important to create an adequate comprehensive assessment of HR management system as a prerequisite for the success of the organization in a competitive environment.

References:

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