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Development of measures to improve the quality of personnel management functions

At the present stage structural changes in economy and rapid development of science and technology led to increase of a human factor role in production and management. It is quite natural that at each entity there is a necessity for determination of number of personnel, for effective system of matching, hiring and placement of personnel, for providing their occupation inclusive of production interests and the worker's interests, in system of compensation for work, in considering of individual problems of workers, improvement of their social conditions and vacation. Improving the efficiency of personnel management can be achieved by using the following factors: improvement of labor organization; involving personnel in process control; training and development of staff through systematic training and improvement of qualification of workers. In the article are given recommendations about forming and development of an effective personnel management system on the example of ENU of L.N. Gumilev on the basis of application of methods of material and moral incentives, are offered actions for increase an effectiveness of personnel management in organization. Are given expected results from implementation of complex actions for increase effectiveness of personnel management system. In general, the expected results, the implementation of the recommendations and measures to improve the functions of personnel management will improve the quality of HR functions that contribute to the revitalization of the work of staff, as well as the formation and development of an effective system of personnel management. The expected results include: improvement of quality of work of personnel; increase in prestigiousness of the entity and forming of motivation of revenues to work; forming of trust to the entity in general and to workers in particular; forming of the corporate philosophy and corporate ethics of the entity based on mutual assistance, creativity and self-realization of each worker.

Keywords: personnel management, strategy, efficiency, material and moral incentive, motivation by personnel, adaptation of personnel.

Today by a number of researchers it is confirmed that informing the contractor increases the productivity by 12-15 % on results of his work. So that in order to effectively use money as a motivator, it is necessary to pay a competitive salary for attraction and retainment of specialists, and also to connect a payment for work with workmanship or result that the award was commensurable with real efforts of the worker [1; 90]. It is also possible to use system of non-material stimulation. It is vital that the head of the organization was able to express the gratitude for work when the worker it deserved. Thereby, worker's pleasant emotions would be associated with high-quality and timely work performance (Fig. 1).

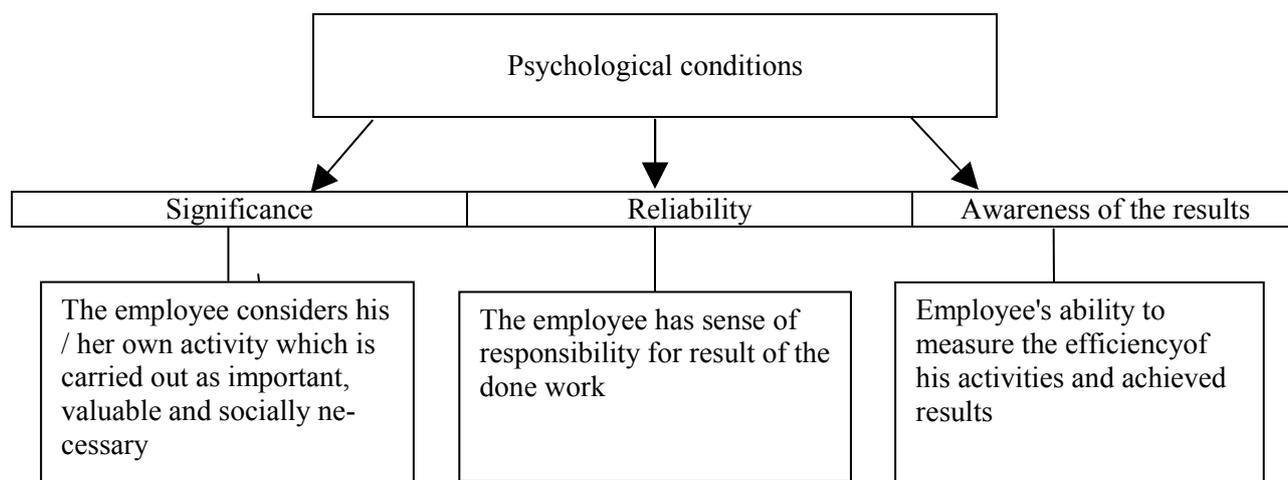


Figure 1. Three basic psychological states that influence employee's motivation and feeling of satisfaction (Created by the author according to a source [1])

A key role in this process plays the assessment system of final results of activities, development of the principles and approaches to matching the criteria for evaluation of their levels [2; 254].

Today for an efficiency evaluation, both the companies, and certain workers in management, the set of techniques is applied. For example, the balanced scorecard BSC, management by objectives of MBO, business performance management of BPM, management on the basis of key performance indicators - KPI (Key Performance Indicators) can be translated as «key indicators of effectiveness», «key performance indicators». «Efficiency» and «effectiveness» essentially different concepts. One of the best translations are «key indicators of activities (KIA)» [3; 25].

Management by objectives technology - MBO was offered by Peter Drucker in the 50s of the 20th century [4]. The management system on the purposes gives the chance to considerably increase objectivity of staff evaluation which is carried out on the basis of not personal qualities, but rather the job results of the specific contractor.

This system lashes categories «satisfaction with work», «knowledge of result», «material stimulation» in a single whole that promotes to estimate activities of the employee using an integrated approach.

In the conditions of growth of the competition and global crises, personnel management can reach the efficiency only if it embodies the principles of strategic management taking into account monitoring of a situation in the future [5; 114]. Application of a strategic approach in the field of personnel management is required from a management of all levels of understanding not only modern motivation of workers, but also the prospects of its possible development depending on a condition of the market environment and those conditions in which people in several years can live. The purpose of strategic management by personnel is to provide the coordinated and adequate condition of the external environment forming of labor capacity of the organization.

The essence of a strategic approach consists in forming of the stable long-term line item directed to the solution of effective objectives taking into account changes of the external environment. Now in connection with application of the strategic approach to personnel management, the role of social policy increased in world practice of management.

When the overall HR management strategy is determined, there is an objective need to establish a human resources management function, which will be combined as much as possible with this strategy. Personnel management strategy allows to link the many aspects of human resource management in order to optimize their impact on employees, primarily on their work motivation. In each case, the personnel management strategy may cover some of its components, for example the HR function.

The strategy of personnel management provides the solution of a number of tasks:

- timely providing the company with workers of the set qualification and in necessary quantity;
- optimization of the personnel structure;
- development of human potential and its sustainable use for the implementation of business strategies;
- development and improvement of human resources management;
- change in behavior of employees;
- determination of models of compensation, material and moral incentive of workers;
- training, advanced training, human resources development, instilling of skills of strategic thinking;
- forming of a corporate culture, binding of the person to firm;
- creation of conditions for implementation of the rights and obligations of personnel provided by the labor law;
- transformation of services of human resources management (their transformation from bureaucratic into marketing structures);
- creating favorable conditions of work [6].

Before developing strategy it is necessary to analyse structure of personnel of the entity, technology, the markets of products and work, social values, employment relationships, a demographic situation, efficiency of use of working hours and the development of production and employment this the forecast. Need of coordination among themselves of the strategy of personnel management and the strategy of an entrepreneurship covers the main management functions and includes: matching, employment and selection of personnel of the organization; adaptation of personnel development of an organizational structure; development and personnel training; staff evaluation; motivation of personnel; the best use of potential of workers and its remuneration.

Based on the study and evaluation of the organization of personnel service activities, as well as the results of the functional - cost analysis the following recommendations on the formation and development of

an effective human resource management system through improved management functions on the basis of material and moral stimulation methods have been developed (Table 1)

Table 1

Recommendations about forming and development of an effective personnel management system in L.N. Gumilyov Eurasian National University

Name of criteria	Results of assessment and recommendation
Organizational structure	<ol style="list-style-type: none"> 1. To allocate personnel department in structure as separate department which submits directly to the rector of university. 2. To carry out the analysis of responsibility, levels of independence of the solution of amount of works. 3. To carry out the analysis of interactions between departments and to create accurate structure
Personnel	<ol style="list-style-type: none"> 1. Develop policies for recruitment, where compulsorily before the selection of the personnel must be signed by the shape of the selection of personnel, where there will be a visa of head of the department where you want the first head specialist visa, visa Chief of Staff and Head of Finance Division visa. Without this form of reception staff should not be carried out. 2. Develop a plan for career development for each university management structure, training- internship, professional development.
Adaptation of personnel	<ol style="list-style-type: none"> 1. The personnel department must coordinate with the heads of departments before beginning of the work about the task of the person on probation, you must provide the person with what he expects and what the employer will have to wait for
Development and personnel training	<ol style="list-style-type: none"> 1. To plan personnel training for a year. For a management of personnel will be to consider and approve much quicker and more effectively the annual plan of training, than every time to sign requests, studying each separate case. 2. For human resources department: to carry out staff evaluation, to reveal weaknesses of personnel, to determine talented allowances for development and to develop the training plan, minimizing costs of university together with heads of department

Note: It is made by the author according to a source [7, 8].

Personnel management functions are closely related to each other and form together a definite system of work with personnel, where changes in the composition of each function, make it necessary to adjust all other related functional tasks and responsibilities. An integrated approach to the management of a unity of all functions possible to identify the new character of the control - the function of personnel management. It is necessary to carry out a number of measures to improve the management effectiveness (Table 2).

Table 2

Necessary actions for increase in managerial effectiveness of personnel of the organization

Name of ways to improve the effectiveness of the Action	Plan
Material stimulation of work - to introduce a monthly evaluation system	<ul style="list-style-type: none"> - to introduce a monthly evaluation system; - each employee shall be acquainted with system of assessment of activities; - creation of an estimative leaf of an interview; - it is necessary to hold a meeting where innovations will be specified; - there shall be a printed information, regulations on system of assessment and surcharges
Improving the organization of work, involving staff in the management process	<ul style="list-style-type: none"> -to review the organizational structure; -to conduct survey, considering opinion of workers by reorganization organizational structures; - to enter an anonymous box of offers, to place emphasis on the fact that the ideas were taken from accounting of opinion of workers in case of adoption of some decisions; - quarterly each department shall represent the worker for a meeting with the first head at dinner, every time the new employee having dinner shall shares impressions and to feel that he is ready to be listened to
Training and personnel development, improvement of quality of work	<ul style="list-style-type: none"> - besides the human resource department shall create the database qualification of employees and fill up it with data; To reveal talented workers, to bring in a personnel allowance; - to train experienced workers in a coaching, to establish surcharge for trainings, to carry out internal training of young personnel
Ensuring stability of employment	<ul style="list-style-type: none"> - to allocate percent from total income for training of all staff of university every year, this budget approximately in equal proportions shall be distributed on divisions of university, at the beginning of a year each chief of division shall send the training plan of employees to personnel department, according to the selected budget; - the HP department constitutes the general plan and claims at the top manager. <p>Further training of the organization shall pass according to this plan</p>
Development and implementation of various social economic programs	<ul style="list-style-type: none"> - to continue provision sanatoria for workers, camps for children; - to offer a choice of workers health insurance; - to continue the program of sports rehabilitation for children;

Note: It is made by the author according to a source [8].

Improving the efficiency of personnel management can be achieved by using the following factors: improvement of labor organization; involving personnel in process control; training and development of staff through systematic training and improvement of qualification of workers.

It should be noted that changes concerning enhancement of management functions by personnel led to development of a complex of actions for increase in managerial effectiveness of personnel of the organization. Implementation of these actions will allow to increase effective management of personnel and to improve quality of work of personnel (Fig. 2).

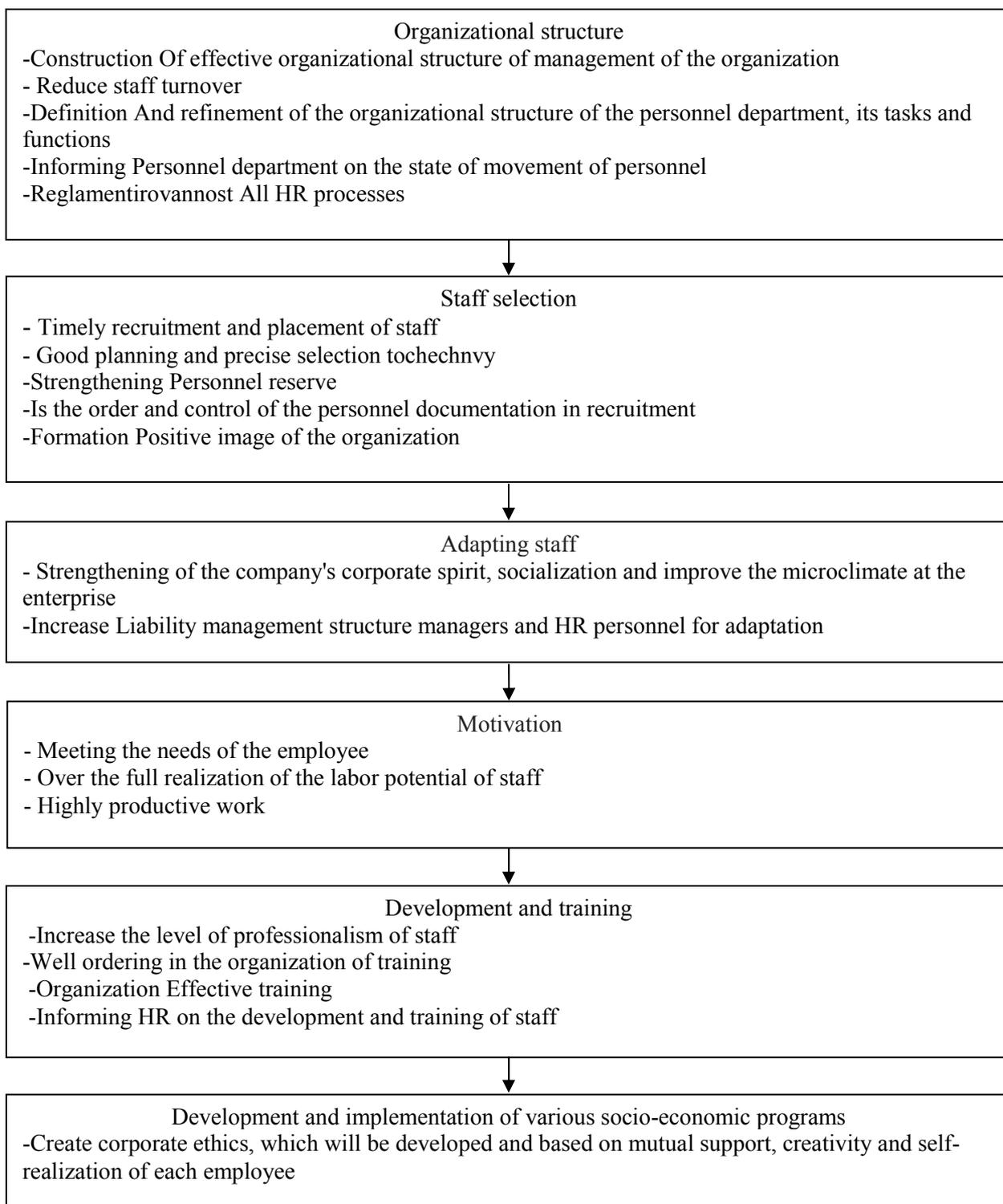


Figure 2. Expected results of the implementation of measures to improve the efficiency of personnel management system (compiled by the author according to the source [9])

According to the figure 1 it is possible to state that the expected results include: improvement of quality of work of personnel; increase in prestigiousness of the entity and forming of motivation of revenues to work; forming of trust to the entity in general and to workers in particular; forming of the corporate philosophy and corporate ethics of the entity based on mutual assistance, creativity and self-realization of each worker. As management function «the management of personnel» is directed to uniting, interconnecting and coordinating all other functions in a whole.

Implementation of complex of measures on increase of efficiency of the personnel management system at the enterprise will be based on the following principles:

- Maximum use of labor potential of workers for the solution of the current and perspective tasks;
- Stimulation of personnel of the company to the professional growth, enhancement of skills, training;
- Creations of conditions for timely acquisition of necessary qualification and increase in skill level and to development of creative capabilities;
- Social responsibility of the company for each worker;
- The advancing training and fixed increase in qualification level of all categories of personnel.

Social efficiency of the offered actions for enhancement of personnel management methods first of all is shown in the form of a possibility of achievement positive, and also decrease in changes, negative from the social point of view, at the entity of L.N. Gumilyov Eurasian National University. From implementation of this package of measures for increase in system effectiveness of personnel management it is necessary to refer the following to positive results:

- ensure personnel adequate standard of living (favorable conditions of work, decent wages and social protection at the enterprise level);
- implementation and development of the individual abilities of employees;
- Favorable socio-psychological climate (opportunities for communication, awareness, relatively conflict-free relationship with the leadership and colleagues);
- Decrease in level of a staff turnover.

In general, the expected results, the implementation of the recommendations and measures to improve the functions of personnel management will improve the quality of HR functions that contribute to the revitalization of the work of staff, as well as the formation and development of an effective system of personnel management.

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Ғ.С. Сақтағанова

Қызметкерлерді басқару функцияларының сапасын жетілдіру бойынша іс-шаралар әзірлеу

Қазіргі кезеңде экономикадағы құрылымдық өзгерістер және ғылым мен техниканың қарқынды дамуы өндірісте және басқаруда адамдық фактордың рөлі өсуіне әкеп соқты. Әрине, әрбір кәсіпорында қызметкерлер санын айқындау, тиімді жүйені іріктеу, кадрларды жалдау және орналастыру, өндіру және қызметкерлердің мүдделерін ескере отырып, оларды жұмыспен қамтамасыз ету, еңбегі үшін сыйақы жүйесін жетілдіру, жеке қызметкерлердің проблемаларын ескере отырып, олардың тұрмыстық жағдайын және демалыс жүйесін жақсарту қажеттілігі туындайды. Мақалада материалдық және моральдық ынталандыру әдістерін қолдану негізінде Л.Н.Гумилев атындағы ЕҰУ үлгісінде қызметкерлерді басқару тиімді жүйесін қалыптастыру және дамыту жөніндегі ұсыныстар берілген. Ұйымдағы қызметкерлерді басқару тиімділігін арттыру үшін іс-шаралар ұсынылған. Персоналды басқару жүйесінің тиімділігін арттыру бойынша іс-шаралар жүйесінің іске асырудан күтілетін нәтижелер келтірілген. Жалпы, күтілетін нәтижелер, қызметкерлерді басқару функциясын жетілдіру

бойынша іс-шаралар мен ұсыныстарды жүзеге асыру кезінде, кадр қызметінің жұмысын жандандыруға, сондай-ақ қызметкерлерді басқару тиімді жүйесінің қалыптастыру және дамуына ықпал ететін, қызметкерлерді басқару функцияларын сапасын арттыруға мүмкіндік береді.

Кілт сөздер: қызметкерлерді басқару, стратегия, тиімділік, материалдық және моральдық ынталандыру, қызметкерлердің уәждемесі, қызметкерлердің бейімделуі.

Г.С. Сактаганова

Разработка мероприятий по совершенствованию качества функций управления персоналом

На современном этапе структурные изменения в экономике и стремительное развитие науки и техники привели к возрастанию роли человеческого фактора в производстве и управлении. Вполне естественно, что на каждом предприятии возникает необходимость в определении численности персонала, в эффективной системе подбора, найма и расстановки кадров, в обеспечении их занятости с учетом интересов производства и самого работника, в системе вознаграждения за труд, в учете индивидуальных проблем работников, улучшении их бытовых условий и отдыха. В статье даны рекомендации по формированию и развитию эффективной системы управления персоналом на примере ЕНУ имени Л.Н.Гумилева на основе применения методов материального и морального стимулирования, предложены мероприятия для повышения эффективности руководства персонала организации. Приведены ожидаемые результаты от реализации комплекса мер по повышению эффективности системы управления персоналом. В целом ожидаемые результаты при реализации рекомендаций и мероприятий по совершенствованию функций управления персоналом позволят повысить качество функций управления персоналом, способствующих активизации работы кадровой службы, а также формированию и развитию эффективной системы управления персоналом организации.

Ключевые слова: управление персоналом, стратегия, эффективность, материальное и моральное стимулирование, мотивация персоналом, адаптация персонала.

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