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## WAYS TO IMPROVE THE EFFICIENCY OF PERSONNEL AT THE ENTERPRISE

### Abstract

The personnel performance program is designed to create a highly motivated workforce with the ability to perform tasks for the company. This leads to an increase in production volumes, which means that the company increases the value of labor resources. Labor productivity, motivation and creativity of personnel are competitive advantages in market conditions that determine a successful strategy aimed at increasing the value of the company. Personnel efficiency system is a unique set of priorities for investment in human capital. The aim of the research is to propose scientifically grounded approaches to increasing the effectiveness of personnel in the company. The authors processed reliable, accurate statistical data, presented them in the form of tabular and visual materials and diagrams. The indicators of effective use of personnel in the company, in particular labor productivity, decrease over the years. The reason for such decrease in labor productivity is the dissatisfaction of employees with their salaries, as well as the instability of personnel due to their low level of qualification, as well as the lack of social packages, such as the creation of social conditions in the company. In order to create an effective system of personnel development in the company it is necessary to create a personnel management department, to assess employees, to identify training needs, to create a quality system of motivation and to use an effective combination of economic and socio-psychological methods. The essence of the research is characterized by the following: an organizational and economic model of the development strategy of the personnel service aimed at increasing its competitiveness based on the rational use of the potential of the company's employees is developed; ways of increasing the effectiveness of the company's employees in market conditions are proposed.

**Key words:** personnel, enterprise, efficiency, personnel development, relationship, company activity, economy.

### Introduction

The issue of development of labor resources, i.e. labor potential, is of particular importance in the conditions of transformation of the economy of the Republic of Kazakhstan and reorganization of the economy. The level and validity of the influence of personnel on the labor potential determine the direction of development of private companies, industries and the economy of the entire state. Currently, the stability and revival of production is characterized by increased competition in the market of products and services. It provides for the need to improve the competitiveness of industrial companies themselves. Personnel in a company is the competitive value of the company, which is necessary for development along with other resources to achieve its strategic goals. Currently, the competitiveness of companies around the world, along with the methods and technologies of production organization, determines the structure and type of work organization, the level of employee motivation, and the availability of labor that contributes to the culmination of the competitiveness of highly qualified employees and the productive use of labor potential.

## Materials and methods

Under the influence of the instability of oil prices and the global crisis caused by the pandemic, the state faces the problem of considering the system of effective functioning of personnel in many companies. Because in the past, most of the areas of staff performance were conducted in a non-systematic way: training, evaluation, and promotion planning were often conducted for a specific employee.

Today, an effective system for improving the efficiency of staff use is recognized as one of the most important areas for further modernization of the country's labor market. This means that according to the strategy of Kazakhstan's entry into the 30 of the most competitive countries in the world, as the first President N. A. Nazarbayev said, "We need to create mechanisms for attracting highly qualified specialists who can work stably in our country. In this case, we must educate our domestic employees, improve their skills and professionalism..." [1].

Labor resources are a term that defines the company's employees in terms of quality. Human resources management should determine the effectiveness of the business and the success of its individual components. It is also necessary to take into account the improvement of the moral climate, labor satisfaction of people and other benefits of the enterprise.

From the point of view of the impact of the personnel performance system, especially the 3 components that form the company's strategy, leads to an increase of its competitiveness:

- ◆ the quality of a product or service;
- ◆ innovation policy;
- ◆ technical and technological strategy associated with factors of change in direction technology in production (Table 1).

Using the data from table 1 below the personnel performance strategy is determined by the specifics of the company's integrated strategy:

- ◆ the purpose of strategic ensuring the company's development and competitiveness is to prepare a plan for the strategic future of Personnel Development;
- ◆ building an overall company development strategy provides ample opportunities for evaluating, analyzing and selecting a system that affects the successful practical work of the staff;
- ◆ the company's development strategy determines the dynamics of the requirements in terms of personnel development. The requirement for personnel in this case is a business trait, as well as a specific position, i.e. the specifics of the work that requires education, specialization, work experience, age, etc. [2].

Table 1 – Relationship between the company's personnel development strategy and the business strategy

Company strategy	Features of the strategy for improving staff efficiency
Strategy of ensuring the high quality of products produced in the company	The employee and the team holding an especially important position must have a professional level and qualifications that allow you to implement the quality level, regardless of the cost of technological and production defects. The strategy of staff performance is aimed at improving the professional skills of the employee, which consists in mastering and familiarizing with the modern system of ensuring the quality of manufactured products.
Strategy for innovative growth and development of the company	It requires employees to introduce leading technologies, high flexibility, broad professional erudition, and adopt new technologies and techniques. Strategy of effectiveness of personnel retraining and professional training of personnel, especially mastering the skills of working with new tools, techniques, methods of working with technology.
Technological strategy of the company's technical development	This will serve as a basis for the internal scientific and technical potential of the company. This strategy requires the employee to show enthusiasm, creativity, and active participation in the conducted research work. The strategy of personnel effectiveness is based on supporting the creative activity of the staff, the desire of the enterprise to participate in the conquest of production processes.
Note – The source [3].	

The main goal of improving the effectiveness of personnel is to provide support and increase the potential inherent in the staff to achieve the current and future goals for the company, and, accordingly, to find the best side to meet the needs of employees related to career and self-realization.

### Main provisions

The effectiveness of personnel activities is a factor in the priority areas of management activities and the success of production. Investing in the development of personnel plays a greater role than investing in the development and improvement of productive forces. Efficiency of personnel activities – a set of measures aimed at improving the psychological characteristics of employees with professional development. It consists of the following:

- ♦ training in the form of obtaining generalized and professional knowledge that provides the necessary knowledge, skills and experience;
- ♦ professional development in order to improve professional skills and acquire knowledge;
- ♦ re-specialization, that is, obtaining a second specialty. This includes any professional retraining programs. The goal of re-specialization is to give employees the opportunity to get a new profession.

The strategy for improving staff performance is based on the company’s overall development strategy. The head of the company is responsible for the development of policies and tactics for the effectiveness of personnel activities, as well as their implementation.

### Results

Labor efficiency means the degree of labor performance with minimal labor costs. The efficiency of labor is determined by the quantitative and qualitative result of work.

The principles of the company’s HR policy, resulting from the formation of an efficiency assessment, determine the labor potential of employees, including such indicators as professionalism, qualifications, managerial skills, psychological stability, and personal aspects.

The value of each employee for the organization is not the same depending on their professional qualifications, the degree of responsibility for the work performed, etc. One of the comprehensive and optimal indicators used to create an effective wage system at the enterprise is the labor participation rate. This coefficient is characterized as a cumulative quantitative assessment of the contribution of employees, managers, specialists, and other employees to the overall performance of the work of a group of employees and the enterprise as a whole, which is used in the payment of Labor (Table 2).

If several reduced and increased coefficients are applied to an employee during the month, then the total labor participation coefficient is determined by the following formula:

$$LPR=1\pm\sum K \quad (1)$$

LPR – the labor participation rate;

1 – value of the basic labor participation coefficient;

$\sum K$  – the sum of the approved increasing and decreasing coefficients per month.

The following table 2 shows the coefficients that increase the labor participation of the company’s employees.

Table 2 – Indicators that increase the labor participation rate of the company’s employees

№	Name of indicators	Increasing coefficients for each case
1	Over-fulfillment of planned tasks, timely and fast completion of tasks	Up to 0,2
2	Completion of work without bringing it to the deadline, reducing the time of work completion	0,1–0,5
3	Taking initiative at work, being a mentor	0,1–0,3
4	Performing the duties of a temporarily absent employee, high labor intensity	0,1–0,5

Table 2 continued

5	To stimulate morals: - expressing gratitude - awarding a certificate	0,1 0,15–0,3
6	Working outside of the company, high labor order	0,1–0,25
7	Actions that enhance the company's image	0,1
8	Work of an employee without hospital papers and without administrative leave	0,1–0,25
Note – Source [4].		

Thus, when applying the coefficient of labor participation, it is possible to take into account labor productivity, employee qualifications, the quality of current work performed, compliance with labor and industrial discipline, and the General attitude to the performance of official duties. To assess the quality and quantity of labor results, the labor efficiency indicator is used. To calculate the main, total labor efficiency indicator, the following formula is used:

$$E = V / (n * QI) \quad (2)$$

Here, E – labor efficiency;

V – amount of work per unit of time;

n – number of employees;

QI – labor quality indicator [5].

Optimal methods for calculating labor efficiency are: the relationship of the company's work with social values; the effect on the employee in a stimulating form; parallel measurement of general and individual labor efficiency indicators.

The economic efficiency of improving the technology and personnel management system (Eint – integrated economic effect) consists of the following three components:

$$E_{int} = \mathfrak{A}_{y1} + \mathfrak{A}_{y2} + \mathfrak{A}_{y3} + \sum_{t=t_n}^{t_k} K_{y1t} \times \alpha_t \quad (3)$$

Where:

$\mathfrak{A}_{y1}$  – economic effect in the field of management;

$\mathfrak{A}_{y2}$  – economic effect in the field of production;

$\mathfrak{A}_{y3}$  – economic effect in the field of launching a product;

$\sum_{t=t_n}^{t_k} K_{y1t}$  – pre-production expenses for the t-th year of the reporting period ,

$\alpha_t$  – reduction of costs and economic results for each period to the reporting year.

The proposed formula characterizes the dependence of the economic efficiency of personnel management on a set of factors that have a direct impact. The indicator of economic efficiency as a multi-factor concept includes both managerial (both people and production) effectiveness, which characterizes the complexity of the approach to evaluating the effectiveness of personnel. Employee performance assessment is an indicator that determines the company's policy regarding employee compensation. It includes determining the individual contribution of each employee and the effectiveness of all the work carried out by the department, as well as awarding bonuses based on the final results of this [6].

In 'Saule' LLP one of the main resources of the company is personnel. The number of employees in the company decreased by 216 people in 2019, 211 people in 2020, and 5 people in 2019. Among its staff, 176 are employees and 35 are employees. As of 2019, 8 people were dismissed, and 6 people were employed. The reason for the dismissal of retired employees is low wages, moving to another city, health problems, etc.

As shown in Table 3, the dismissal rate of Saule LLP was 0.037 last year, compared to 0.019 in 2020. And the number of employees enrolled in the company in 2019 is 8 people, so the employment rate is 0.037. This corset increased in 2020, with an acceptance rate of 0.019. Thus, according to

Table 3 below, in 2019, there was a slight change in the admission and dismissal coefficients of employees. But at the same time, the employees of ‘Saule’ LLP experienced instability.

Table 3 – Analysis of personnel movement of ‘Saule’ LLP

№	Coefficient names	2019	2020	Deviation +/-
1	Hiring	0.037	0.019	-0.0181
2	Dismissal	0.028	0.043	0.0149
3	Instability	0.028	0.043	0.0149
4	Stability	0.995	1.012	0.0165
5	Replacing the labor force	1.333	0.444	-0.8889
Note – Calculated based on the source [7].				

‘Saule’ LLP has a staff turnover ratio of 0.028 in 2019 and 0.043 in 2020. This is similar to the rate of dismissal of the company’s personnel in 2020, if we compare it with the data of the previous year.

In terms of the labor displacement coefficient, compared to the base year of 2019, there was an decrease of 0.88, which is equal to 0.44 in 2019, with a labor displacement coefficient of 1.333 in 2019. The company’s employee sustainability ratio has decreased compared to last year. Because in 2019 it was 0.995, and in 2020 it was 1.012. As it has already been mentioned, the main problem of the personnel of ‘Saule’ LLP is instability and low qualification of employees.

Evaluation of the efficiency of the use of the company’s personnel is important and necessary for:

- ◆ first of all, they are considered the theoretical basis for finding and using the production internal reserve to increase labor productivity;
- ◆ secondly, it helps to improve the practice of planning and forecasting staff productivity;
- ◆ it has a great potential for improving the accounting of labor costs for production and product pricing;
- ◆ finally, the company creates conditions for the full use of labor protection indicators in the process of planning and regulating the salary fund and wages [8].

And now let’s focus on the indicators of effective use of the partnership’s staff.

According to table 4, the labor productivity of one employee in 2019 amounted to 9142.4 tenge, in 2020 it is equal to 8732.5 tenge. This is a decrease by 409.82 tenge by 2019, the labor intensity is equal to 0.0109 tenge last year and 0.0115 tenge in the reporting year. In General, it is clear that the company’s labor intensity has increased.

Table 4 – Analysis of indicators of effective personnel use of ‘Saule’ LLP

Name of indicators	2019	2020	Deviation (+/-)
Manufactured and sold products, thousand tenge	1956469	1842569	-113900
Salary fund, thousand tenge	5184.792	5114.64	-70.15
Number of personnel, people	214	211	-3
Labor productivity, tenge	9142.38	8732.55	-409.82
Labor intensity, tenge	0.0109	0.0115	0.000005
Note – Calculated based on the source [7].			

As for the age characteristics of the staff of Saule LLP, almost the majority of the staff consists of employees aged 30–40 years. According to Table 4, in the reporting year, the share of “Saule” LLP in the active age group of 18–25 years is 15%, and 30–40-year-old personnel occupy 37% of the company’s share (Figure 1, p.160).

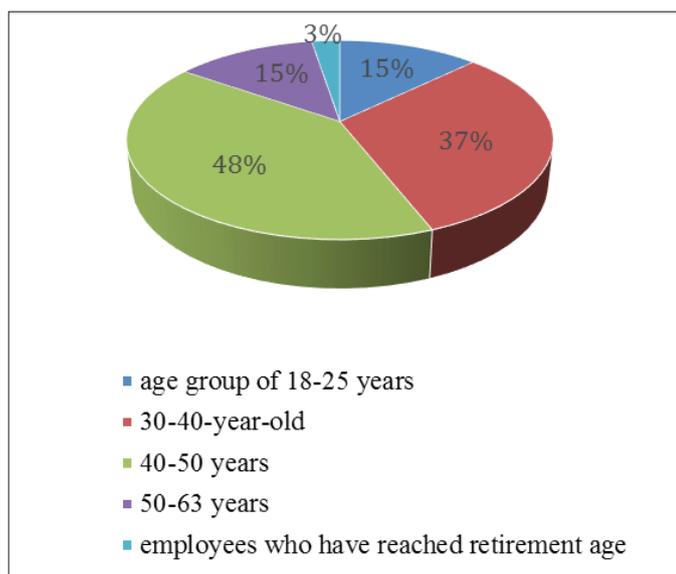


Figure 1 – The age characteristics of the staff of ‘Saule’ LLP

Note – Compiled by the author.

And the remaining 48% is a different age range. That is, the share of personnel aged 40–50 years is 30%, the share of personnel aged 50–63 years is 15%, a small percentage is occupied by employees who have reached retirement age.

Summing up the results of the analysis, we can draw the following conclusions about the use of personnel of ‘Saule’ LLP: due to the small production base of the partnership, low demand for its products, it can be noted that the number of personnel is small. Indicators of effective use of personnel in the company, in particular labor productivity, decreased in the years taken into account. This is due to the fact that the reason for the decline in labor productivity was the dissatisfaction of employees with wages, as well as the low level of their qualifications, as well as the instability of staff due to the lack of social packages in the company, such as the creation of social conditions.

## Discussion

To increase the competitiveness of the company, aimed at the effective use of the potential of personnel, an organizational and economic model of the strategy for the effectiveness of personnel activities in the company has been developed.

When developing a strategy for improving and developing the effectiveness of Personnel activities of ‘Saule’ LLP, it is effective to follow the following sequence of measures:

- ◆ analysis of the economic potential of the company and finding an internal point in possible competitive advantages;
- ◆ product sales market research, analysis and identification of work areas;
- ◆ formation of the company’s commodity-market, resource-market and integration strategy;
- ◆ creating a financial and investment strategy;
- ◆ formation of a strategy for ensuring the social situation;
- ◆ development of specific requirements of the company for personnel by departments and determination of potential (corporate culture, socio-psychological climate, employee-enterprise relations, etc.);
- ◆ formation of a strategy for improving the efficiency and development of personnel in the company.

At the same time, the company should develop not only a comprehensive strategy for its activities and personnel development, but also other strategies. Because it has a direct impact on improving and developing personnel efficiency [9].

One of the weaknesses of the company is the lack of a personnel evaluation system. The personnel assessment system will be necessary to obtain information about the level of qualification of employees on a permanent basis. Based on the data received by the HR department after the evaluation measures, future management decisions will be made in the field of working with the personnel reserve, career management of employees, rotation, as well as personnel motivation, training and development.

The development of the company depends and is closely related to one of the strategies for improving competitiveness and personnel development. Changing the direction of strategic development of the company and quality and quantity indicators in the personnel structure make it necessary to make changes to the overall strategic development plan of the company (Figure 2).

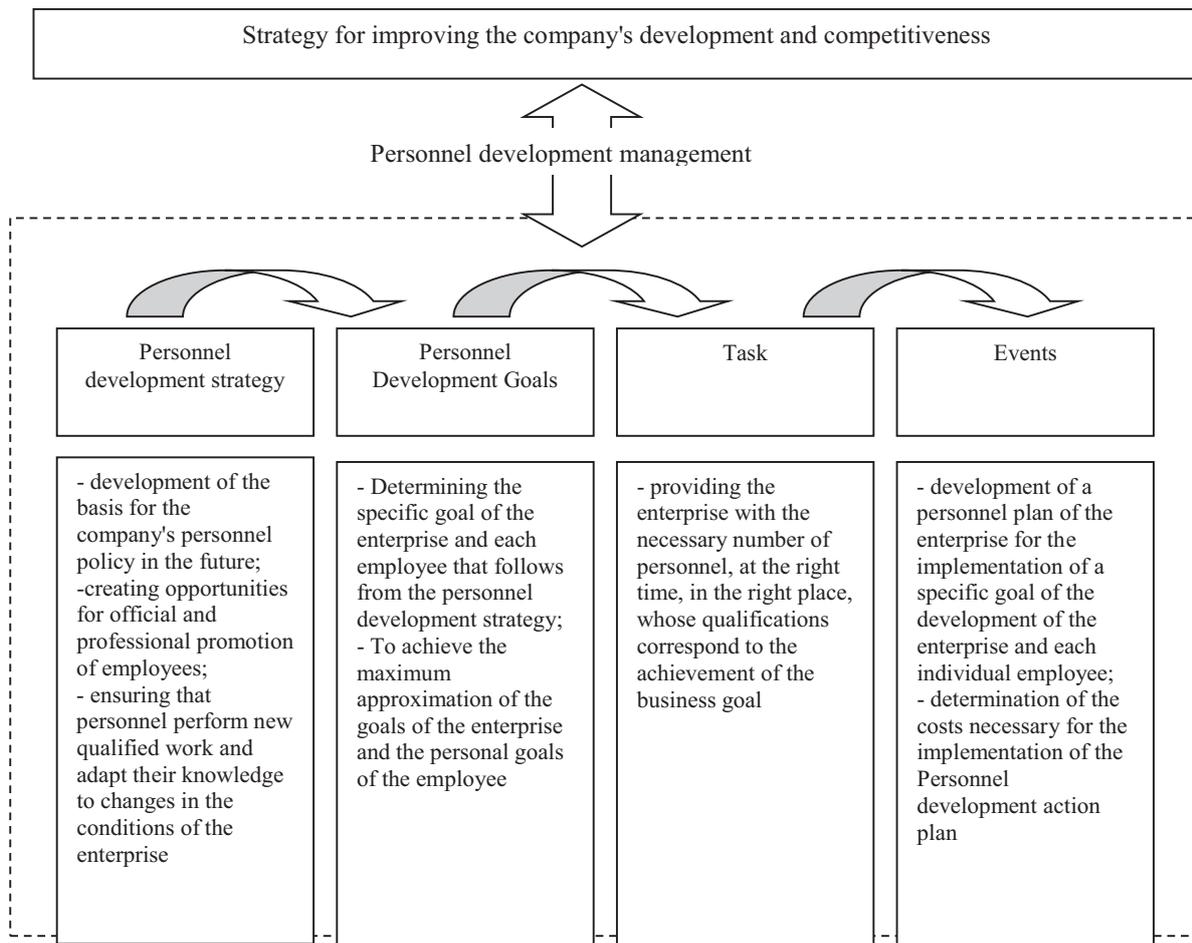


Figure 1 – The company’s development strategy and the relationship between increasing competitiveness and personnel strategy

Note – Compiled by the author.

The company’s human resources management objective consists of the following:

- ◆ improving labor and production efficiency, achieving high incomes;
- ◆ ensuring high social efficiency of the team’s successful functioning.

In order to achieve the goals set by the company, the company must solve the following tasks:

- ◆ meeting the need to organize the labor force in a certain amount and with the necessary qualifications;

- ♦ achieving a reasoned relationship between the organizational structure of labor and commercial potential;
- ♦ creating conditions for high productivity of work, its organization, motivation, high level of self-control, forming a habit of mutual cooperation and interaction;
- ♦ consolidation of personnel in the company on the terms of reimbursement of personnel costs (their development, involvement in work), formation of a stable team;
- ♦ control over the fulfillment of wishes, needs and interests of personnel in relation to working conditions, types of employment, professional development, and other opportunities;
- ♦ improving the effectiveness of Personnel Management, achieving management goals while reducing labor costs.

For an effective personnel policy of “Saule” LLP, the practice of Personnel Management is undergoing significant changes. First of all, in modern real conditions, it is necessary to create a personnel management work that carries out personnel activities that correspond to the company’s development strategy.

Table 5 below shows the personnel development measures of “Saule” LLP.

Table 5 – Personnel development activities of “Saule” LLP

№	Activities	Results
1	Determining the need for personnel, taking into account the company’s development strategy and the volume of production, services provided	Achieving the relationship between the organizational and technical structure of production potential and the structure of Labor potential
2	Formation of a quantitative and qualitative structure of personnel	Providing the company with a certain amount of Labor and the necessary qualifications
3	Organization of general and professional training of personnel	Improving the qualification of personnel, labor productivity and quality of products or services
4	Availability of an employee adaptation center in the company	Full and effective use of the potential of employees in the entire production team
5	Improving the level of wages and labor incentives, improving the system of material and moral interests	Increasing labor productivity, organizing it, developing a sufficient level of motivation, self-confidence, and developing a habit of interaction and cooperation
6	Evaluation of Personnel performance, certification, remuneration and promotion of employees based on the results of the employee’s work and value for the enterprise	Achieving the goal of improving the efficiency of Personnel Management, reducing personnel costs.
7	Personnel development system – their training, training and retraining	Retraining, training, increasing flexibility by planning the level of service, ensuring professional and qualification growth
8	Regulation of interpersonal relations between public companies, employees, and administrative personnel	Formation of a stable team of employees in the company in order to cover labor costs for Personnel Development and recruitment.
9	Increasing social support for staff	Fulfillment of wishes, needs and interests of personnel in accordance with the conditions of work, the type of employment, professional competence and the possibility of promotion in the field of activity.
Note – Source [8].		

In the company, recommendations for the development of personnel are based on the condition of high labor productivity, its organization, motivation, self-control, creation of conditions, habit of mutual cooperation and interaction.

Consequently, the fact that most of the company’s staff needs financial incentives indicates a weak personnel policy. Therefore, for the effective operation of the company, it is very important to develop measures for material incentives. in addition, the company needs to use self-motivation and moral incentives more often.

## Conclusion

Proposals for the implementation of the incentive system of 'Saule' LLP:

In the company, it is necessary to assign payments for work performed in excess of the Labor Standard. It includes several types of incentive payments: payment of additional fees for performing one or more functions in a row, for working with a lower number of employees, expansion of service areas, high quality of work performed, saving various resources, and much more.

The purpose of the dependence of wages on productivity, efficiency and quality of work is the interest of employees in the results of their work performed.

Implementation of flexible payment systems created on the basis of the employee's personal contribution and the final results of the company's work, participation in profit..

Cancellation of the balance when issuing salaries to staff.

Strengthening unifying roles in creating a system of employee remuneration in such a way as to avoid confrontation between employees.

Choosing a method for evaluating personnel, bringing it into a single system gives the company and its employees tangible results. Based on these results, the HR department and managers draw conclusions on the measures taken to improve the employee's skills. For the highest potential employees will be developed the program of preparation for teaching. In addition, evaluation activities examine the motivation, needs, expectations, goals and interests of each employee. This allows the company to effectively manage personnel development and unlock the potential of the employees themselves.

Thus, in order to create an effective system of personnel development in the company, it is necessary to create an HR department (T&D), evaluate employees, identify the need for training, create a qualitative system of incentives, and use an effective combination of economic and socio-psychological methods.

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## ПУТИ ПОВЫШЕНИЯ ЭФФЕКТИВНОСТИ ДЕЯТЕЛЬНОСТИ ПЕРСОНАЛА НА ПРЕДПРИЯТИИ

### Аннотация

Программа повышения квалификации сотрудников предназначена для создания высокомотивированной рабочей силы, способной выполнять задачи компании. Это приводит к увеличению объемов производства, то есть на предприятии увеличивается стоимость трудовых ресурсов. В рыночных условиях производительность труда, мотивация и творческий потенциал персонала являются конкурентными преимуществами, определяющими успешную стратегию, направленную на повышение ценности компании. Система эффективности персонала представляет собой уникальный набор приоритетов для инвестиций в человеческий капитал. Цель исследования – предложить научно обоснованные подходы к повышению эффективности персонала в компании. Авторы обработали достоверные, точные статистические данные, представили их в виде таблично-наглядных материалов и диаграмм. Показатели эффективного использования персонала в компании, в частности производительность труда, с годами снижаются. Причиной такого снижения производительности труда является неудовлетворенность работников заработной платой, нестабильность кадров из-за низкого уровня их квалификации, а также отсутствие в компании социальных пакетов, таких как создание социальных условий. Для создания эффективной системы развития персонала в компании необходимо создать отдел управления персоналом, провести оценку сотрудников, выявить потребности в обучении, создать качественную систему мотивации и использовать эффективное сочетание экономических и социально-психологических методов. Сущность исследования характеризуется следующим: разработана организационно-экономическая модель стратегии развития кадровой службы, направленная на повышение ее конкурентоспособности на основе рационального использования потенциала сотрудников компании; предложены пути повышения эффективности работы сотрудников компании в условиях рынка.

**Ключевые слова:** персонал, предприятие, эффективность, развитие персонала, взаимоотношение, деятельность компании, экономика.

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## **КӘСІПОРЫНДА ПЕРСОНАЛДЫҢ ҚЫЗМЕТ ЕТУ ТИІМДІЛІГІН АРТТЫРУ ЖОЛДАРЫ**

### **Аңдатпа**

Қызметкерлердің біліктілігін арттыру бағдарламасы компания үшін тапсырмаларды орындай алатын жоғары уәжді жұмыс күшін құруға арналған. Бұл өндіріс көлемінің ұлғаюына әкеледі, яғни кәсіпорында еңбек ресурстарының құны артады. Нарық жағдайында персоналдың еңбек өнімділігі, уәждемесі және шығармашылық әлеуеті компанияның құндылығын арттыруға бағытталған табысты стратегияны айқындайтын бәсекелестік артықшылықтар екені белгілі. Персонал тиімділігінің жүйесі адами капиталды инвестициялау үшін басымдықтардың бірегей жиынтығын білдіреді. Зерттеудің мақсаты – компаниядағы қызметкерлердің тиімділігін арттырудың ғылыми негізделген тәсілдерін ұсыну. Авторлар сенімді, нақты статистикалық деректерді өңдеп, оларды кестелік-көрнекі материалдар мен диаграммалар түрінде ұсынды. Компанияда қызметкерлерді тиімді пайдалану көрсеткіштері, атап айтқанда еңбек өнімділігі жылдар өткен сайын төмендеп келеді. Еңбек өнімділігінің бұлай төмендеуіне қызметкерлердің еңбекақыға қанағаттанбауы, сондай-ақ олардың біліктілігінің төмендігіне байланысты кадрлардың тұрақсыздығы, сондай-ақ кәсіпорында әлеуметтік жағдай жасау сияқты әлеуметтік пакеттердің жоқтығы себеп болып отыр. Компанияда персоналды дамытудың тиімді жүйесін құру үшін персоналды басқару бөлімін құру, қызметкерлерді бағалау, оқыту қажеттіліктерін анықтау, ынталандырудың сапалы жүйесін құру және экономикалық және әлеуметтік-психологиялық әдістердің тиімді үйлесімін пайдалану қажет. Зерттеудің мәні келесілермен сипатталады: компания қызметкерлерінің әлеуетін ұтымды пайдалану негізінде оның бәсекеге қабілеттілігін арттыруға бағытталған кадр қызметін дамыту стратегиясының ұйымдық-экономикалық моделі әзірленді; нарық жағдайында компания қызметкерлерінің тиімділігін арттыру жолдары ұсынылды.

**Тірек сөздер:** персонал, кәсіпорын, тиімділік, персоналды дамыту, өзара қарым-қатынас, компаниялардың қызметі, экономика.