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THE ESSENCE AND SIGNIFICANCE OF THE PERSONNEL MANAGEMENT SYSTEM IN THE ENTERPRISE

Abstract

The article discusses the essence, principles, structure of personnel management. The authors outline the main factors affecting the personnel management process. Human resources management is recognized as one of the most important areas of the enterprise's life, capable of repeatedly increasing its efficiency. The personnel management system provides continuous improvement of methods of working with personnel and using the achievements of domestic and foreign science and the best production experience. Research in the field of personnel management for a long time was carried out fragmented, because these processes took place within the framework of various sciences: economics, psychology, sociology and other sciences. Therefore, the creation of an interdisciplinary theory of personnel management is considered an urgent task. Any modifications in personnel management are aimed at solving specific problems, in accordance with the development strategy and mission of the organization, but it is impossible to calculate the exact final result that they cannot lead to due to existing risks related to changes in HR management, namely, the provocation of conflict situations, associated with the opposition of employees and their rejection of innovation. In the course of the analysis, the authors highlighted the main points that affect effective personnel management.

Key words: personnel management, principles, structure, leader, competitiveness, human resources, efficiency.

One of the most important problems at the present stage of economic development is the competent personnel management of organizations, since effective personnel management becomes the most important factor in the competitiveness of enterprises and their economic success.

In the conditions of the development of market relations, particular importance is attached to increasing the level of work with personnel, setting it on a solid scientific foundation, using the best domestic and foreign experience accumulated over many years, and the practical application of modern forms of personnel management.

In firms of developed countries and in large domestic organizations, there are unified human resources management services that perform the whole complex of personnel management functions. These services, as a rule, are subordinate to one of the top leaders of the organization.

From the beginning of the 21st century, personnel began to be regarded as the main resource that determines the overall performance of the entire enterprise.

The new role of man in the enterprise and qualitative changes in the economy, in a new way posed the problem of the effective use of personnel. Market relations have fundamentally changed approaches to solving many economic problems, and especially those related to people.

Successful activity of any enterprise is ensured by qualified personnel who have undergone preliminary professional training and have education, labor skills, experience in the chosen field of activity. Only those personnel who understand the meaning of their activities, strive to achieve the goals of the enterprise, can show high results [1].

In modern conditions, the long-term basis of economic prosperity is the development of the qualitative characteristics of human capital. A bet on investment in education and healthcare, in the creation of competitive human capital is the most effective development strategy for Kazakhstan. Investing in human capital is essential to create a technically progressive, productive workforce that can adapt to a rapidly changing world.

In the scientific literature there are several approaches to the definition of the concept of personnel management. At the same time, all of them can be reduced to the following: personnel management –

targeted activity of the organization's leadership, as well as managers and specialists of units of the personnel management system, which includes the development of the concept and strategy of personnel policy, principles and methods of personnel management; consists in the formation of a personnel management system; HR planning, marketing staff; determining the human potential and needs of the organization in staff; accounting and standardization of the number of employees.

The activity of the enterprise is multifaceted, and its ultimate economic goal – making profit (income) – is achieved through the implementation of a set of special management functions. These management functions are very multifaceted: organization of production, planning (forecasting, modeling, programming), coordination, motivation, control and accounting of completed tasks, as well as marketing. Moreover, each management function is filled with its characteristic volume and content of work and has a specific structure within which it is implemented. Personnel management covers a wide range of functions from hiring to firing an employee: this is hiring, selection, and hiring staff; business assessment when applying for a job, certification, selection; career guidance and labor adaptation; motivation and stimulation of labor activity of personnel and its use; labor organization and ethics of business relations; conflict and stress management; staff safety; innovation management in personnel work; training, advanced training and retraining of personnel; management of business career and professional promotion; management of staff behavior in the organization; social development management; the release of staff [2].

The content of any management function consists of two components.

1. Analysis of the state of the system, control of its main parameters, quantitative determination of those factors that bring the system out of equilibrium, and the reasons for their appearance.
2. Determining the composition of measures aimed at optimizing the management process.

Personnel management of the organization provides informational, technical, regulatory and methodological, legal and paperwork support of the personnel management system. Managers and employees of units of the personnel management system also evaluate the productivity of managers and specialists of management, the activities of units of the management system, the economic and social effectiveness of improving personnel management.

The essence of personnel management, including employees, employers and other owners of the enterprise, is to establish organizational, economic, socio-psychological and legal relations of the subject and the object of management. These relations are based on the principles, methods and forms of influence on the interests, behavior and activities of workers in order to maximize their use.

The personnel management methodology involves consideration of the essence of personnel as an object of management, the process of shaping the behavior of individuals corresponding to the goals and objectives of the organization, methods and principles of personnel management.

The principles of personnel management are the rules, basic provisions and norms that managers and specialists must follow in the process of personnel management. There are a lot of universities in the literature called personnel. There are many universities, the main one, but for firms of all basic conditions. The problem of managing personnel payment ability is carried out on a separate basis. The following personnel are traditionally staffed by the organizations in which the warehouse principles are established: scientific evaluation, democratic capitalism of centralism, the republic planning, official first person work, the content of the unity of personnel management; pasting selection, its selection and implementation of the placement is performed frames; the outdated combination of staff single-handedness and collegiality tables, the condition of centralization and the composition of decentralization; linear, market functional and railway target unloading management; personnel control the execution structure of graduate decisions and locations of others. cubes A number of objectives of American and Japanese contract corporations should also be widely used and analysis of other place principles of cargo management sorting personnel: dismissal of the future life of hiring, individual control of employees execution of durable assignments, the principle based adequate on evidence trust; changing the combination of the work of such organizational control with the corporate registry in front of culture; requirement consensual unloading making upper decisions, i.e. confirmation of compulsory departments approval of the content of sufficient management decisions by the majority of the possibility of employees [3].

Any management management structure of the personnel of a working enterprise is always dedicated to one structured, i.e. the main is carried out favorable on the principles of the basis of others of a certain reception structure. Regular structure (workers from a unique Latin grown structure – technology building) – an authorized form directed by the organization implies a system, the unity of the activity of the weak sustainable acceptance of the relationship of the diversity between the modern components of the model system are summarized by elements. Implementation of the Management Values Analysis should instructions to ensure the unity of the new sustainable communications technology before between the components included in its cost and the form of reliable functioning of the countries of the system as a whole. Kind of reasonable concepts created note the structure of the services of the system the management decision in a significant amount amounted to a strategic measure determines the load of its office efficiency, the new four because of the time provides direct stability to be the links between departments between the staff many work constituting the preliminary components of the application of the object of management authority and psychophysiological provides the second integrity of management system. The structure of the composition affects the product and the organization's technology of activating management, domestic poses tons of tasks for the optimal distribution of information, management of the use of managerial level takes techniques should be implemented in the selection and management arrangement of personnel methods.

There is a suspension of many qualifications of types of increasing structures of management: management is patriarchal, linear is functional, functional is included, its staff, matrix is screwdriver, the framework is even easier internal divisional and product structure services methods, but the resources managed by the warehouse are not in the managers name, but in hired volume, using how preparation is operating which structure management task large performs for a period of its leading functions. Based on constantly changing personnel, the market situation is changing, the need for introducing new technologies to the operator, and the development of candidates for new products is urgently needed; the warnings are constantly being reviewed and higher structural adjustment programs lack the enterprise cargo management training scheme.

The personnel structure of the personnel management of the enterprise to identify closely the system is also associated with the cohesive structure of the company itself the number of enterprises and efficiency is an activity part of which its members are organizational people of the structure.

Based on this definition of the essence of personnel management and the conditions in which this process is carried out, the concept of personnel management in each specific organization is formed [4].

The concept of personnel management is understood as a system of theoretical and methodological views on understanding and determining the nature, content, goals, objectives, criteria, principles and methods of personnel management, as well as organizational and practical approaches to the formation of a mechanism for its implementation in specific conditions of the organization's functioning. It includes: the development of a methodology, system and technology for personnel management.

A number of objectives of American and Japanese contractual corporations, including those widely used, should be used to analyze other place principles of cargo sorting personnel management: dismissal of a lifelong future recruitment, individual control of employees performing durable assignments, a principle based on adequate evidence of trust; changing the combination of the work of such organizational control with the corporate registry in front of culture; requirement consensual unloading making upper decisions, i.e. confirmation of compulsory departments approval of the content of sufficient management decisions by the majority of the possibility of employees [3].

Any enterprise personnel management is always one structured, i.e. carried out based on a specific structure. Structure (from the Latin structure) – a form of organization of the system, the unity of stable relationships between the components of the system elements. The management structure should ensure the unity of stable relations between its components and the reliable functioning of the system as a whole. type Reasonably created structure of the control system to a large extent determines its effectiveness, as it ensures the stability of the relationship between the many components of the control object and provides control of the system. The structure also affects the technology of activating management, poses the tasks of the optimal distribution of information, and the use of managerial techniques should be in the selection and placement of personnel.

There are many types of governance structures that are suspending: patriarchal, linear, functional, staff, matrix, there are even divisional and product structures, but the issue is not the name, but how the current management structure performs its functions.

The constantly changing market situation, the need for the introduction of new technologies and the development of new products makes us constantly reconsider adjusting the structural schemes of enterprise management.

The enterprise management structure is closely related to the structure of the enterprise itself and is part of its members in the organizational structure.

The structure of the enterprise is a way of building the relationship between management levels and functional areas, ensuring optimal achievement of the organization's goals under the given conditions, i.e. organizational structure of management (personnel OSU). OSU – one of the key concepts of personnel management of the enterprise, closely related to the goals, functions, management process, distribution of powers. Within the framework of this structure, the entire management process (specialists of information flows and the adoption of managerial decisions) takes place, in which managers of all levels, categories and professional specializations participate.

Structural problems are especially pronounced during periods of change. They often arise when the transformation of the organizational structure is unreasonable. They also appear when the organization is not able to change the structure, when the changes are late. There is no such once and for all given structure which would always be as efficient as possible. Organizational principles for the distribution of goods in the areas of responsibility and security must be changed as new circumstances and goals of the organization appear. Otherwise, the structure will become all the skills less and less suitable, and the number of problems of the goods will increase.

The personnel management structure has many requirements that reflect its key importance. They are taken into account in the principles of the formation of OSU, the development of which is devoted to many works of domestic authors. The main of these principles can be optimally formulated as follows:

a) the organizational structure should, first of all, reflect the goals and objectives of the organization, and, therefore, be subordinate to production and its needs;

b) an important structural principle is the optimal division of labor between management bodies and individual employees, ensuring the creative nature of the work and normal workload, as well as proper specialization;

c) the formation of the management structure should be associated with the definition of the powers and responsibilities of each employee and the management body, with the establishment of a system of vertical (communication of management and subordination, for example, communication between the director of the enterprise and the head of the workshop) and horizontal connections between them (communication of equal elements, for example, communication between the heads of departments).

d) between functions and duties, on the one hand, and powers and responsibilities on the other, it is necessary to maintain compliance, the violation of which leads to a dysfunction of the management system as a whole;

e) the organizational structure is designed to be adequate to the socio-cultural environment of the organization, which has a significant impact on decisions regarding the level of centralization and detail, the distribution of powers and responsibilities, the degree of independence and the extent of control of managers and managers. In practice, this means that blindly copying management structures that successfully operate in other socio-cultural conditions do not guarantee the desired result [4].

The implementation of these principles means the need to take into account when forming (or restructuring) the organizational structure of many different factors affecting the cost of OSU. The main factor that “sets” the possible contours and parameters of the management structure is the organization itself. The starting point here should be considered, in our opinion, the payroll (number) of the organization.

The headcount of the staff, as a rule, includes three categories of employees: the first category – permanent, accepted into the organization indefinitely or for a period of more than one year under the contract; the second category – temporary, accepted for a period of up to two months; and for

the replacement of temporarily absent persons – up to four months; the third group – seasonal, hired seasonal workers for up to six months.

The staff of the enterprise is classified more according to property relations, by category, by field of activity, by place of main work.

In accordance with the accepted classification, workers at enterprises are divided into a number of categories:

- ♦ firstly, on participation in the main activities. This is the personnel of the main activities (production personnel), i.e. working in the main and auxiliary structural units, in the management apparatus, as well as those engaged in the creation of products and the provision of services or performing maintenance of these processes. This also includes personnel of non-core activities (the so-called non-production);

- ♦ secondly, by the nature of labor functions in the production process. These are workers who carry out their work with a predominant share of physical labor, create wealth or provide services of a production nature, i.e. main workers directly affecting the subject of labor and auxiliary workers, roles providing jobs with everything necessary.

By the nature of labor functions, this category includes managers, specialists and technical executives.

Heads are employees who are responsible for specific business facilities or integrated programs, having a team of employees subordinate to them and endowed with the necessary rights and authority to make managerial decisions and responsible for the consequences of their implementation.

Leaders, depending on the subordination of the teams they lead, are divided into linear and functional, and according to the level occupied in the general system of managing the national economy, they are divided into leaders of the lower, middle, and higher levels.

Linear includes leaders and their deputies, heading teams of production units, enterprises, associations, industries.

Functional – heads of services, departments, offices, etc. Top managers include masters, site managers, foremen, heads of small workshops, as well as heads of units within departments and services. Mid-level managers are directors of enterprises, general directors of production and their deputies.

Top managers include the heads of the commanders, heads of functional departments of ministries, departments and their deputies.

Specialists of the administrative apparatus are classified by functional areas (designers, technologists, economists, lawyers, dispatchers and other corporations).

The technical support staff of the management apparatus are secretaries, computer recruitment operators. Clerks, forwarders, etc. are called upon to assist managers and specialists in the preparation and transfer, storage and issuance of management information, and the preparation of management documentation.

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Аңдатпа

Мақалада персоналды басқарудың мәні, принциптері және құрылымы қарастырылған. Автор персоналды басқару процесіне әсер ететін негізгі факторларды сипаттайды. Адами ресурстарды басқару кәсіпорын өмірінің маңызды бағыттарының бірі ретінде танылып, оның тиімділігін бірнеше рет арттыруға қабілетті. Персоналды басқару жүйесі кадрлармен жұмыс жасау әдістерін және отандық және шетелдік ғылымның жетістіктерін және озық өндірістік тәжірибені пайдалану арқылы үнемі жетілдіруді қамтамасыз етеді.

Персоналды басқару саласындағы зерттеулер ұзақ уақыттан бері жүргізіліп келеді, өйткені бұл процестер әртүрлі ғылымдар аясында өтті: экономика, психология, әлеуметтану және басқа ғылымдар. Сондықтан персоналды басқарудың пәнаралық теориясын құру кезек күттірмейтін мәселе болып саналады. HR басқарудағы кез-келген өзгертулер ұйымның даму стратегиясы мен миссиясына сәйкес нақты мәселелерді шешуге бағытталған, бірақ персоналды басқарудағы өзгерістермен байланысты, атап айтқанда, жанжал жағдайларының арандатуымен байланысты мүмкін болатын нақты нәтижені есептеу мүмкін емес. Қызметкерлердің қарсылығына және олардың инновациядан бас тартуына байланысты. Талдау барысында автор персоналды тиімді басқаруға әсер ететін негізгі тұстарға назар аударды.

Тірек сөздер: персоналды басқару, принциптер, құрылым, басқарушы, бәсекеге қабілеттілік, адами ресурстар, тиімділік.

Аннотация

В статье рассматриваются сущность, принципы и структура управления персоналом. Авторами обозначены основные факторы, влияющие на процесс управления персоналом. Управление персоналом признается одной из наиболее важных сфер деятельности предприятия и способствует многократному повышению ее эффективности. Система управления кадрами обеспечивает непрерывное совершенствование методов работы с персоналом с использованием достижений отечественной и зарубежной науки и наилучшего производственного опыта. Исследования в области управления кадрами в течение длительного времени осуществлялись раздробленно, т.к. эти процессы происходили в рамках различных наук: экономики, психологии, социологии и других наук. Поэтому актуальной задачей считается создание междисциплинарной теории управления персоналом. Любые модификации в управлении персоналом направлены на решение конкретных проблем в соответствии со стратегией развития и миссией организации, но просчитать точный конечный результат, к которому они могут привести, невозможно из-за существующих рисков, касающихся изменений в HR-управлении. Это провоцирование конфликтных ситуаций, связанных с противодействием сотрудников и неприятием ими инноваций. В ходе проведенного анализа авторами выделены основные моменты, влияющие на эффективное управление персоналом.

Ключевые слова: управление персоналом, принципы, структура, руководитель, конкурентоспособность, человеческие ресурсы, эффективность.