

THE BASIS OF THE ENTERPRISE LOGISTIC PERSONNEL ENVIRONMENT COMPLEX ESTIMATION

Olga Timokhina*

1. Introduction

Any enterprise is functioning as an open system that always interacts with the external and internal factors, which are the components of the external and internal functioning environment. It is obvious, that enterprises have got a potential danger to face many problems without comprehensive, permanent analysis of functioning environment. All these facts can be applied to the personnel potential management system, because the enterprise personnel has got its own internal and external personnel environment. Thus, there is a need for an enterprise personnel environment complex estimation, that will have a permanent character.

2. General problem statement

Taking into account the necessity of creation of the innovative complex approach to the estimation process of the personnel enterprise potential, we consider that it is necessary to use the logistic approach and present personnel as personnel (staff, labour) flows and accordingly, to make the process of the personnel logistic enterprise environment complex estimation.

3. Recent research analysis and publications

Both foreign and national scientists pay attention to the questions devoted to the personnel potential management system. Such Ukrainian economic scientists as L. V. Frolova and N. V. Vaschenko consider that the questions of the personnel potential management should be examined in the context of the general enterprise potential management process. Besides it, should be mentioned, that such scientists as L. D. Garmider, V. N. Grinova and A. I. Pisarevskaya devoted their works to the improvement of the personnel potential management system by using the complex approach, they also proposed the methodology of the enterprise personnel potential management [1]. Besides general problems of the enterprise personnel potential management were studied by the following scientists: D. P. Boginya, M. I. Bykhalkov, N. I. Verkhoglyadova, E. O. Glykhova, I. O. Djain, N. A. Ivannikova, A. J. Kibanov, I. V. Kuznetsova, N. M. Kyzmina, O. V. Lavrichenko, E. L. Potemkin, N. V. Savitskaya but their works do not take into account the specific of the personnel potential management process that is an open system and needs the fundamental changes and improvement measures.

4. Unsolved aspects of the general problem

Thus, the modern system of enterprise personnel potential management and estimation requires the universal for all enterprises an integrated, complex approach, which should take into account all peculiarities of the personnel flows, permanency and direction of movement, the specifics of the personnel logistic environment functioning process. This complex approach should take into account the logistic, because the logistic approach gives the possibility to examine the mechanisms of enterprise personnel flows movement. But all this is not possible without the personnel logistic environment complex estimation.

5. Problem statement

Thus, taking into account the presented particularities and problems in the enterprise personnel potential management and estimation system, there is a need of creation of the universal enterprise personnel potential logistic management system. This system should be started with the enterprise

*© Olga Timokhina; senior lecturer; department of economic enterprise; Donetsk national university of economics and trade named after Tygan-Baranovsky; E-mail: <infiniti_10.08@mail.ru >.

personnel logistic environment functioning process. The final task that must be solved in this estimation process is the development of the enterprise personnel logistic strategy.

6. Statement of the basic material

The complex enterprise personnel logistic environment estimation process should be made by the use of monitoring external and internal personnel environment. The result of this monitoring process can give the information about the factors that have the most significant influence on the personnel potential, the information about strengths and weaknesses, opportunities and threats that will continue to promote the development of personnel strategy. The process of the complex enterprise personnel logistic environment estimation is offered to be made in four stages (Fig. 1).

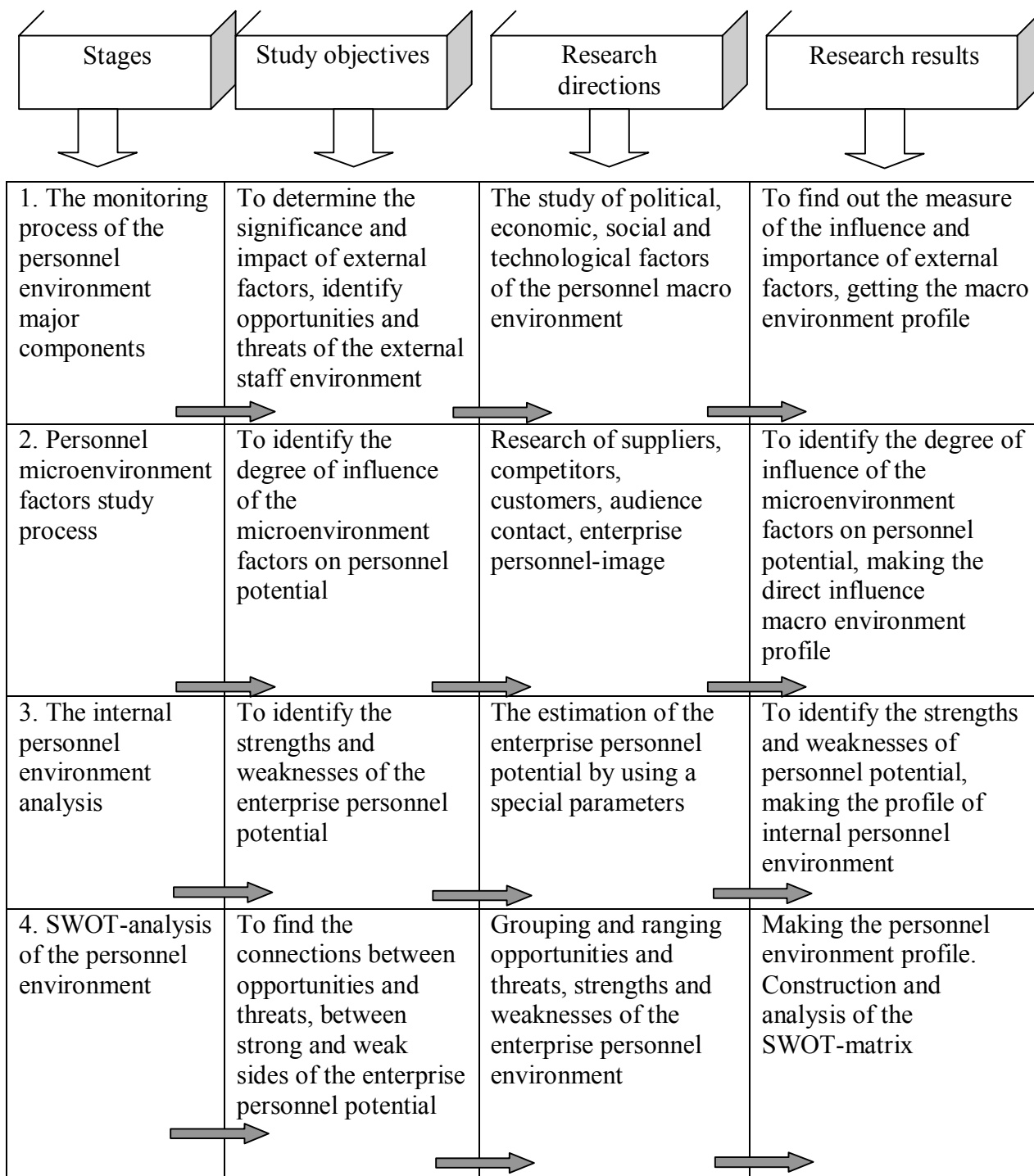


Fig. 1. The characteristics of the enterprise personnel logistic environment complex estimation stages

The first stage of the research staff environment is the analysis of the personnel macro environment, for what can be used PEST – analysis, that examines four groups of factors: political, economic, social and technological. PEST – analysis allows to find personnel macro environment factors, that have the strongest influence on the personnel services activity and enterprise personnel potential and also to find factors, that have the lowest influence. Besides such instrument as PEST – analysis gives an opportunity to research the influence direction of each factor (positive or negative). The result of this analysis is the personnel macro environment profile, that is based on the analysis of three enterprises clusters and which are presented in tab. 1.

Tab. 1. General enterprise personnel macro environment factors profile

Macro environment factors	Average factors influence an clusters, marks			Average estimation	Parameter value	Influence direction (+, -)	Average (5*6)
	Cluster I	Cluster II	Cluster III				
1	2	3	4	5	6	7	8
Political factors							
– labour law changes	3,75	4,10	3,95	3,93	0,07	+	0,27
– political instability	4,87	4,30	4,40	4,52	0,08	–	0,36
– the government policy in the area of employment	3,87	4,10	4,25	4,07	0,07	+	0,28
– the level of population low knowledge	3,62	3,65	3,80	3,69	0,06	–	0,22
Economic factors							
– state of country economy	3,62	3,80	3,75	3,72	0,07	–	0,26
– level of population profits	3,44	3,85	3,90	3,73	0,08	–	0,30
– state tax policy	4,12	4,10	4,25	4,15	0,06	–	0,25
– dynamics of currency exchange rate	3,43	3,50	3,20	3,37	0,05	+	0,17
Social factors							
– ecological state of the country	3,75	4,10	3,80	3,88	0,07	–	0,27
– demographic position	3,75	3,35	3,45	3,52	0,06	–	0,21
– education level of population	4,10	4,25	3,80	4,05	0,06	+	0,24
– social conditions of life	3,80	4,25	4,07	4,04	0,06	–	0,24
Technological factors							
– new technologies in the area of personnel management	3,87	3,93	3,30	3,70	0,06	+	0,22
– technological state policy	3,00	2,95	2,95	2,96	0,05	–	0,15
– scientific and technical innovations, their influence, enterprise on activity	3,50	3,50	3,65	3,55	0,05	+	0,17
– NDDKR tendency	3,12	3,15	3,50	3,26	0,05	+	0,16

Formula 1 gives an opportunity to estimate the factors influence more in detail in quantitative expression. Each group of personnel macro environment factors has its own importance and its impact can be calculated by the following formula 1:

$$\begin{aligned}
 +Q &= \lambda_i \Sigma (+P_{ij}), \\
 -Q &= \lambda_i \Sigma (-P_{ij}),
 \end{aligned}
 \tag{1}$$

Where (+ P ij), (– P ij) – positive (from 0 to 20) and negative (from 0 to – 20) the estimation of the influence force of the j-th factor of the i-th group factors; λi – value of the i-th group.

The result of PEST – analysis of three enterprise clusters is a list of opportunities and threats of the external environment functioning of personnel departments and enterprises in general.

The next stage of investigation is examining the influence of the personnel microenvironment on the enterprise personnel potential. For this purpose personnel microenvironment factors estimation profile is being made. Such profile includes the following factors: personnel resources suppliers, competitors (enterprises, that have got better personnel-image), government institutions, consumers (workers), labor law, the contact audience. The estimation is made by the expert method, different experts, from personnel enterprise departments take part in questioning. For the SNW-analysis of internal personnel environment it is worked out a list of specific parameters, which in the analysis process are given a separate scoring estimation, then integral factor is determined, which determines the state of the internal enterprise personnel environment. Thus, after the SNW – analysis SWOT matrixes are built for each enterprise. The result of the SWOT-analysis is a list of strengths and weaknesses of the internal personnel environment which is presented in tab. 2.

Tab. 2. The strengths and weaknesses of the internal personnel environment of the enterprise clusters

Cluster	Strengths		Weaknesses	
Cluster I	1	Effective personnel payment system	1	Absence of logistic approach to the personnel management system
	2	Effective system of labour of workers protection	2	Absence of innovative approach in the personnel work
	3	The high level of terms of labour	3	Low level of the enterprise personnel image
	4	High indexes of the use of working hours	4	Absence of effective personnel strategy
	5	High level of qualification of workers	5	Absence of effective professional development system
	6	Effective system of estimation of labour efficiency		
Cluster II	1	Effective personnel payment system	1	Imperfect motivation and stimulation personnel system
	2	High level of qualification of workers	2	Absence of the conflict management system
	3	High indexes of the use of working hours	3	Absence of innovative approach in the personnel work
			4	Absence of logistic approach to the personnel management system
			5	Absence of effective personnel strategy
			6	Low level of the enterprise personnel image
Cluster III	1	The high level of the terms of labour	1	Low level of the enterprise personnel image
	2	Presence of social package	2	Absence of innovative approach in the personnel work
	3	High indexes of the use of working hours	3	Absence of logistic approach to the personnel management system
	4	The high level of the physiology workers potential		
	5	The high qualification level		
	6	Effective system of labour of workers protection		
	7	Effective system of personnel freeing		
		Effective system of personnel planning		
	8	Effective system of estimation of labour efficiency		
9	Proper qualifying composition of workers			

General results of the SWOT-analysis should be presented as a SWOT-matrix for all three enterprise clusters. The SWOT-analysis gives an opportunity to identify key directions for the process of creation of the enterprise personnel potential strategy. Building of SWOT-matrix gives enterprises the possibility to solve the questions about general strategy personnel policy directions as well as about separate strategy elements. Based on the results of the SWOT-analysis and built SWOT – matrix, strategy problems in the enterprise personnel management system are found. These problems are presented as general map of the strategy alternatives, this map is the basis for developing an effective personnel management strategy, for creation a list of the necessary personnel logistic measures for developing enterprise personnel potential system.

7. Conclusions and recommendations for further development

Thus, these statements lead us to the following conclusions: the necessity of the enterprise personnel logistic functioning environment is very important in the process of creation enterprise personnel potential complex estimation and management system. The complex estimation of the personnel logistic environment that is offered in the article, will allow the enterprises to get full information in the following directions:

- the information about the personnel macro environment factors that have the highest and the lowest influence on the enterprise personnel departments activity;
- the information about the direction of the macro environment factors influence;
- consolidated personnel macro environment profile;
- quantified the impact of personnel macro environment factors;
- the list of opportunities and threats to the environment functioning departments in general;
- the list of strengths and weaknesses of the internal enterprise personnel environment ;
- SWOT-matrix of the enterprise personnel logistics;
- appropriate logistic and personnel strategy.

Thus, the enterprise personnel logistic functioning environment estimation process with such instruments as PEST, SWOT, SNW-analyses gives enterprise a great information base, that is very important in any decision-making process and in the personnel potential management process.

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Summary

This paper presents the personnel logistic functioning environment estimation. The given results will provide the development of the effective, perfect personnel strategy, rapid response to changes in the external and internal personnel environment, improving the enterprise personnel potential management process and thus improving the efficiency of the whole enterprise activity. The results of this research became the basis for the diagnostic process of the efficiency of personnel potential use and the creation of enterprise personnel logistic strategy process.

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