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SCIENTIFIC PROBLEMS IN DEFINING THE ROLE OF PERSONNEL WITHIN ENTERPRISE MANAGEMENT SYSTEM

This paper reveals the essence of the categories "system", "management system", "enterprise management system", "personnel management system". The compliance of the scientists' perception of the nature of enterprise management processes and personnel management with the system approach is established. The place of personnel management subsystem in the enterprise the management system is determined. The system forming elements of personnel management subsystem are well grounded, the stages of enterprise management process based on priority of personnel management subsystem are outlined.

Keywords: management; enterprise; personnel; subject of management.

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НАУКОВІ ПРОБЛЕМИ ВИЗНАЧЕННЯ МІСЦЯ ПЕРСОНАЛУ В СИСТЕМІ УПРАВЛІННЯ ПІДПРИЄМСТВОМ

У статті розкрито сутність категорій «система», «система управління», «система управління підприємством», «система управління персоналом». Встановлено відповідність сприйняття вченими сутності процесів управління підприємством і управління персоналом системному підходу. Визначено місце підсистеми управління персоналом у системі управління підприємством. Обґрунтовано системоутворюючі елементи підсистеми управління персоналом та проведено етапізацію процесу управління підприємством на основі виділення пріоритету підсистеми управління персоналом.

Ключові слова: управління; підприємство; персонал; суб'єкт управління.

Табл. 3. Рис. 2. Літ. 18.

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НАУЧНЫЕ ПРОБЛЕМЫ ОПРЕДЕЛЕНИЯ МЕСТА ПЕРСОНАЛА В СИСТЕМЕ УПРАВЛЕНИЯ ПРЕДПРИЯТИЕМ

В статье раскрыты сущность категорий «система», «система управления», «система управления предприятием», «система управления персоналом». Установлено соответствие восприятия учеными сущности процессов управления предприятием и управления персоналом системному подходу. Определено место подсистемы управления персоналом в системе управления предприятием. Обоснованы системообразующие элементы подсистемы управления персоналом и проведена этапизация процесса управления предприятием на основе определения приоритета подсистемы управления персоналом.

Ключевые слова: управление; предприятие; персонал; субъект управления.

Problem statement. Reconstruction of an effective enterprise management system (hereinafter – EMS) is a fundamental principle of its development. It is well known that such system is composed of functional subsystems, where subjects and objects of management are defined. Management system itself is a part of economic and social systems of the environment because a company interacts and forms the development policy under the influence of external factors.

Adapting to the external factors impact, a subject of enterprise management relies on internal factors that form the subsystems of on enterprise, among which we

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consider the subsystem of personnel management as of primary importance. The ability of the enterprise system to use internal factors for the formation of balanced and well functional subsystems, to minimize and neutralize the negative impact of external factors that impede the development of the enterprise depends on personnel actions. Considering staff as the main driving force in the development and realization of the company's potential, compared with material resources, which are used in the system in the course of business, productivity growth, profit and growth of companies depends on the effectiveness of personnel actions.

The latest research and publications review. Recognition of the significance of the effective EMS formation at the present stage of dynamic external environment and its impact on enterprises development, helps academics and economists obtain scientific worldview and leads them to important scientific results. In this context, the research findings of the scientists who study the essence of EMS in general are of certain interest (in particular – N. Ivlev (2010), S. Yang (1972), V. Mishin and I. Astashkina (2010), O. Skopina and N. Nazarova (2009), A. Razdorozhnyi (2005), R. Feschur and V. U. Samulyak (2008), and those, whose range of research interests includes the solution to the problem of formation of personnel management systems (A. Kibanova et al. (1997), V. Goncharov, A. Dodonov et al. (2008), M. Vinogradskyi, S. Belyaev et al. (2006), M. Basakova (2006)).

Unresolved issues. The scientists who form the first group above and those assigned to the other, represent the two schools of economic science – which resolves the problem of the EMS formation as a whole, and which is engaged in finding ways to improve scientific approaches to personnel management at enterprises on the system basis accordingly. At the same time, as both groups determine the object of research as the enterprise system and, therefore, the economic purpose of forming either EMS, or personnel management system must solve the problems of the company's development. Hence, the basis for the formation of these scientists' perspectives must be at least a reasonable approach to the perception of the system concept and, as a maximum – the realization that this system should have personnel, through the actions of which subsystem elements in an enterprise system develop as a subject of management.

At the same time, as shown by the results of this study, between the points of view of the representatives of these two research schools there are contradictions both in terms of perception of the essence of the enterprise system and the perception of management process taking into account the priority values of personnel management subsystem. On this basis, a certain scientific problem arises: on the one hand – the mismatch rationale of EMS to the system concept itself, and on the other hand – the mismatch between the aims of the EMS formation and personnel management subsystem, which hypothetically should be focused on the development of a company as a whole through the actions of the staff.

Research objectives. To solve this problem, the essence of such categories as "system", "system management", "enterprise management system" and "personnel management system" must be revealed, on this basis, we must give characteristics of the correspondence of scientists' system approach in perception of the nature of management processes and personnel, determine the role of a personnel management subsystem, ground system forming elements of a personnel management subsystem;

define stages in the process of enterprise management based on the allocation of the priority of subsystem management.

Key research findings. The concept "system" (from the Greek "connections") is interpreted as spatiotemporal organization of the elements which get together in a single structure to achieve common to all elements ultimate goals using direct and inverse causal links and have common functional environment (Saenko and Papaika, 2005); process or flow of independent process of system components with defined properties, related with cycles of development and degradation (Kuchin and Yakusheva, 1990).

Based on these definitions, the development of the enterprise system is in the interaction with external environment (economic and social system) in certain time intervals, involving the interaction between all the elements (subsystems) inside the enterprise to achieve strategic goals, and is a cyclic process which should have orderliness and be managed.

Based on the content analysis the existing approaches of scientists to accept the category of system management in compliance with the concept of a system was classified as follows (Figure 1).

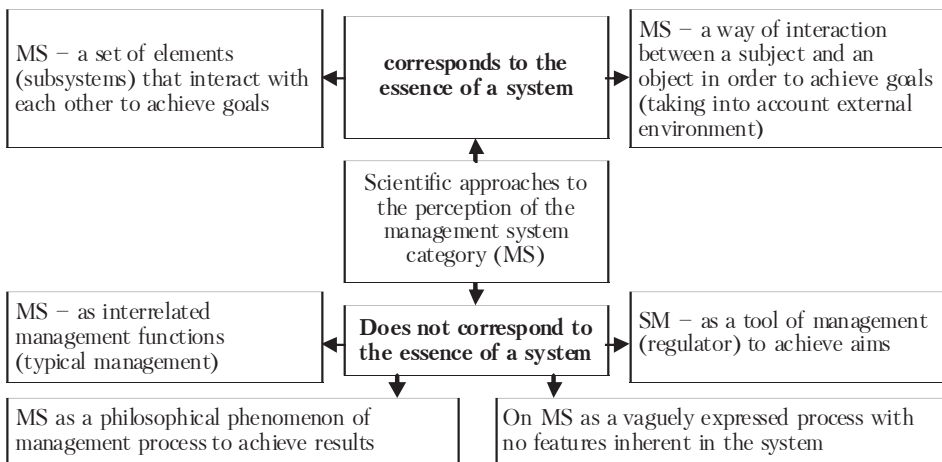


Figure 1. Classification of scientific approaches to perception of the management system category, developed by the authors

From the classification it can be concluded that on the basis of the content analysis only 2 of the 6 defined scientific approaches can be considered as corresponding to the essence of the system concept in disclosing the nature of the system management category.

The scientific approach, in which management system is the interaction between a subject and an object in order to achieve defined aims in general and in particular, during interaction with environment, is the most corresponding one. This approach to the perception of system management belongs to N. Ivlieva (2010), L. Lihonenko and I. Vysochyn (2010), who give the following description of this category: it is an organizational structure, inside the internal environment of which management body performs the process of management of a management object to achieve aims during interaction with environment, it is a structured model of management of trade enter-

prise according to external conditions of its operation on the basis of complex interaction between management and control systems, aimed at achieving goals.

Other (correct) approach to the management system category (MS) in terms of its compliance with the essence of a system can be the consideration of MS as a set of elements (subsystems) that interact with each other to achieve goals. This approach is applied, for example, by G.A. Partin (2008) according to whom management system is a set of interrelated elements, methods and mechanisms that operate within a range of functional duties and form certain integrity which helps to summarize the processes of supply, using resources and to achieve clear goals and implement tactical and strategic plans.

At the same time, a part of scientific approaches to the characteristics of the management system category comes into conflict with the very notion of a system, as demonstrated in Table 1.

Table 1. Characteristics of the management system category that does not correspond to the essence of the system concept, systematized by the authors

Author, source	Scientific approach and characteristics of the management system category
	<i>MS – as interrelated management functions (typical management)</i>
V. Koreshkov et al. (2007)	It is a system of management of an organization which meets two or more standards of management system and which functions as a whole and addresses the stakeholders needs
	<i>MS – as a tool of management (regulator) to achieve goals</i>
I.P. Tavlyuy (2010)	It is a tool of a director to achieve goals
	<i>MS as a philosophical phenomenon of a management process to achieve results</i>
Y. Kabakov (2009)	It is accumulated and structured experience that is a set of the game rules, allowing not only simplify the process of management, but also make it as effective as possible, which is reflected in the final financial results of the enterprise
	<i>MS as a vaguely expressed process with the absence of all features that are inherent in the system</i>
N. Ivlieva (2010)	It is a structure and nomenclature of administrative bodies and positions; interrelation of departments and positions in the organization; distribution of roles, authority, responsibility; functional and technological ties that arise in the processes of management as well.
E. Murray (2003)	It is a system built by an organization to implement management of knowledge, supporting collection, storage, search, reproduction and application of knowledge

Analyzing the examples of the characteristics of the management system category (Table 1) it can be noticed that they are not only in conflict with the system concept, but do not correspond to the essence of management process itself. The definition of this research problem lets us suggest that the intentions of some scientists to present their views only for grounding a new concept, category or process lead to a breach of the methodological basis (in this case – the justification of the management system category leads to contradictions in the essence of the system concept).

Equally important results were obtained in disclosing the nature of the enterprise management system category (Table 2).

From these characteristics the most exact are those provided by S. Young (1972) and A.A. Razdorozhnyi (2005). These scientists disclosed the leading role of staff in the process, and highlighted the relationship between employees, defined their functions in the process of resources conversion (i.e., capacity formation) and guidelines

for income (i.e., the achievement of operational goal – profit) in EMS. Even though S. Young (1972) rebuilds the logic of his grounds of EMS using the process approach ("input-output"), compliance to system and, at that time, functional dependence between a management subject, who performs specific functions, and an object, who performs specific actions in the process of activity with the purpose to generate income, is traced clearly. In turn, A.A. Razdorozhnyi (2005) specifies the skill of personnel of managing subsystem (object of management) with the allocation of the functions of planning tasks and duties of staff of a subsystem, which is managed (a subject of management), that includes the main ones – the use of resources in order to develop production that reflects the process of mobilizing resources for the development and implementation of potential and determines staff as driving force in EMS.

Table 2. Description of the enterprise management system category (EMS), systematized by the authors

Author, source	Characterization of the category EMS
N. Ivlieva (2010)	It is a set of organizational structure and processes that provide the opportunity for more efficient management, adaptation to changing conditions of the environment
S. Yang (1972)	It is an enterprise subsystem in which components are groups of people who interact with each other and, thus, the function of management is the perception of "inputs" of companies (some problems) and "outputs" (execution of complex of actions and processes, the result of which will be a certain decision) and thus income earned as a result of optimizing the interconnection of all "inputs" and "outputs" from enterprise activity should be taken into consideration
V. Mishin and I. Astashkina (2010)	It is either a standalone system or such that may be a part of a system of higher level, while the composition of the elements of each of the subsystems EMS is heterogeneous and depends on the specific contents of management system of an organization
O. Skopin and N. Nazarova (2009)	It is a system that consists of the elements combined into a single unit by the same aim of functioning, in which a subject and an object of management, the basic elements that make up the integrity of the whole system, are distinguished
A. Razdorozhnyi (2005)	It includes at least two subsystems – a managing subsystem (a subject of management) and a managed one (an object of management) that are in constant interaction to achieve goals identified by the enterprise; managing subsystem includes senior managers and functional specialists who develop targets for goals achievement, perform management functions; a managed one uses resources and produces
R. Feschur and V. Samulyak (2008)	It includes a managing subsystem (a subject of management), which provides administrative impact on a managed subsystem (a subject of management) – producing staff, equipment, raw materials, technology etc.; communication between subsystems are through information exchange, the impact of the environment on EMS reflects the impact of external factors

Another scientific problem should be mentioned: most of the given characteristics, except those by S. Young (1972) and A.A. Razdorozhnyi (2005) do not highlight the leading role of staff. The majority of scientists (Table 2) ignored the importance of distinguishing the role of personnel in EMS.

This issues requires a more detailed examination of such a category as a personnel management system, which also is caused by not less acute, interconnected with a following one, scientific problem: in some studies of modern academic economists, whose object of study is personnel in determination of the purpose of operation, subjects, impact factors, methods of analysis and construction, and even study and devel-

opment of functional target model of personnel management system has an essential paradox – the definition of a personnel management system itself is not given. This is confirmed by the detailed analysis of scientific papers (Goncharov et al., 2008; Vinogradsky et al., 2006). Even in the studies by one of the leading academic economists in the former USSR A. Kibanov et al. in the scientific work (1997) Chapter 3, "system of personnel of an organization," in justifying the order of organizational design of personnel management system, identifying its aims and functions, reconstruction on the basis of its organizational structure, technology of its informational, technical, methodological and legal security, a clear definition of this category is not present either (only the following opinion of the scientist can be referred to that: "The system of personnel management is a basis of a management system of the organization", "interconnections of components of whole systems (subsystems) between themselves inside a system, as well as with external environment are designed"). It should be mentioned that the positivity of such opinion of the scientist is in accordance of this thesis to the concepts of "system" and "management system", both from the viewpoint of totality of elements (subsystems) that interact with each other, and from the viewpoint of such interaction with environment (Figure 1).

There is a similar compliance with the first position in the study of one of the few scientists who, studying personnel management systems, provides the following definition of this category: "Personnel management system is a systematic and conscious community of people acting in certain purposes, including, like any system of management, a subject of management (a set of elements of the system – authorities, organizing and coordinating the work of executors), and an object of management (a set of system elements – executors), ensuring the achievement of the set goals in accordance with rules and regulations set by the subject of management and legislation in force" (Basakov, 2006). We believe that such definition of personnel, as quoted above thoughts of A. Kibanov et al. (1997), in its nature coincides with the studied characteristics of the very category "EMS" provided by S. Young (1972) and A.A. Razdorozhnyi (2005).

In the view of the given above we offer a more detailed study of personnel management subsystem for the purpose of coordination of EMS objects of management (managed subsystems) and factors which staff directs (a subject of management), and implementation for development activities (management object).

On the basis of summarizing of the contents of scientific papers by Ukrainian and Russian economists (Goncharov et al., 2008; Vinogradsky et al., 2006; Kibanov et al., 1997; Saenko and Papaika, 2005), Table 3 was developed.

From Table 3 the following conclusions can be drawn: 1) management is based on balanced actions of a management subject in the face of senior management regarding the reconstruction of the whole EMS and its personnel subsystems, while the reconstruction of a personnel subsystem is the primary task of a management subject, as it is a basic system, this process involves managers and specialists from personnel services of a company; 2) unlike management of an enterprise as a whole, where the object of management is every management subsystem, under personnel management a managed object is staff only – the driving force in the formation and realization of potential, ensuring continual development; therefore, this object of management is a priority, in comparison to other management subsystems; 3) a sub-

ject realizes management of an object (staff) on the system basis that during the reconstruction of management system provides allocation of appropriate subsystems by means of which the relationship of the factors of influence (external) and factors of development (internal) is provided; 4) among the factors of influence (external), as well as among the factors of development (internal), both common (joint), which should be considered in reconstruction of EMS and personnel management system and specific, that contribute to the development of EMS and enterprises in general by means of the formation of personnel management system are distinguished; without taking into account specific factors it is not possible either to reconstruct an effective EMS, or to ensure the continual development of a company.

Table 3. Characteristics of the system forming elements of personnel, systematized by the authors

System forming element	Characteristics
Subject of management	Authorities who organize and coordinate the work of executors, monitor and evaluate their actions and results (Basakov, 2006); senior management and related staffing services of a company – senior deputy head of personnel and personnel services specialists, line managers of departments, specialists of directional service and personnel (Goncharov et al., 2008; Vinogradsky et al., 2006).
Object of management	Executors who provide achievement of the set aims in accordance with norms and rules, that a subject of management and current legislation set (Basakov, 2006); guided link, an element of control system, which perceives the action of management from the side of other elements, or all personnel of an enterprise (Goncharov et al., 2008; Vinogradsky et al., 2006).
Subsystems in personnel management system	Planning of forecasting and marketing of personnel, working conditions, labor relations, preparation and accounting of personnel, workforce development, promotion work, legal service, development of social infrastructure, development of organizational management structures (Basakov, 2006; Goncharov et al., 2008; Vinogradsky et al., 2006; Kibanov et al., 1997).
Factors influencing the system and personnel (external)	<p><i>Common with those affecting the EMS as a whole: the condition of the economy, political processes (state), changes of demand and supply at goods and services market, changes in prices of goods and services, regulation, competition level, complement of workforce, place of business, level of engineering and technology, finance and credit policy of state, the solvency of population, competitiveness at markets, geographical and natural conditions, market of suppliers and customers, competitors' actions.</i></p> <p><i>Specific features, affecting personnel management: trends at labor market, labor law, personnel policy of competitors, usefulness and elasticity of labor demand in price, the level of unemployment, supply at the labor market, the system of training and retraining, social needs (motives) of workforce at the labor market.</i></p>
Factors of development of a system and personnel (internal)	<p><i>Common with those that contribute to the development of EMS and enterprises in general: the level of knowledge and technology, organizational culture and culture of staff, strategy and goals of enterprise, the size of company and its financial capacity, experience and leadership style, the type of industrial activity, efficiency of using resources (productivity), organizational capabilities of enterprise and its structure, relations of power and branch and enterprise, moral and cultural values and norms of personnel, demographic processes.</i></p> <p><i>Specific, that contribute to the development of EMS and enterprises in general: state and prospects of development of staff, personnel management style, the hierarchical structure of management personnel, changes in the nature and contents of work under the influence of renewal of equipment and technology, labor organization, increased demand for highly skilled workers, professional nature of work, staff encouragement, state of health and safety, financial capacity of enterprise to meet the needs of highly skilled personnel, human resources of a company.</i></p>

Conclusions. Based on these studies on the essence of EMS reconstruction, which defined personnel management as basic, the process of system approach to management is in solving the appropriate algorithm of actions according to the stages by management subject (Figure 2).

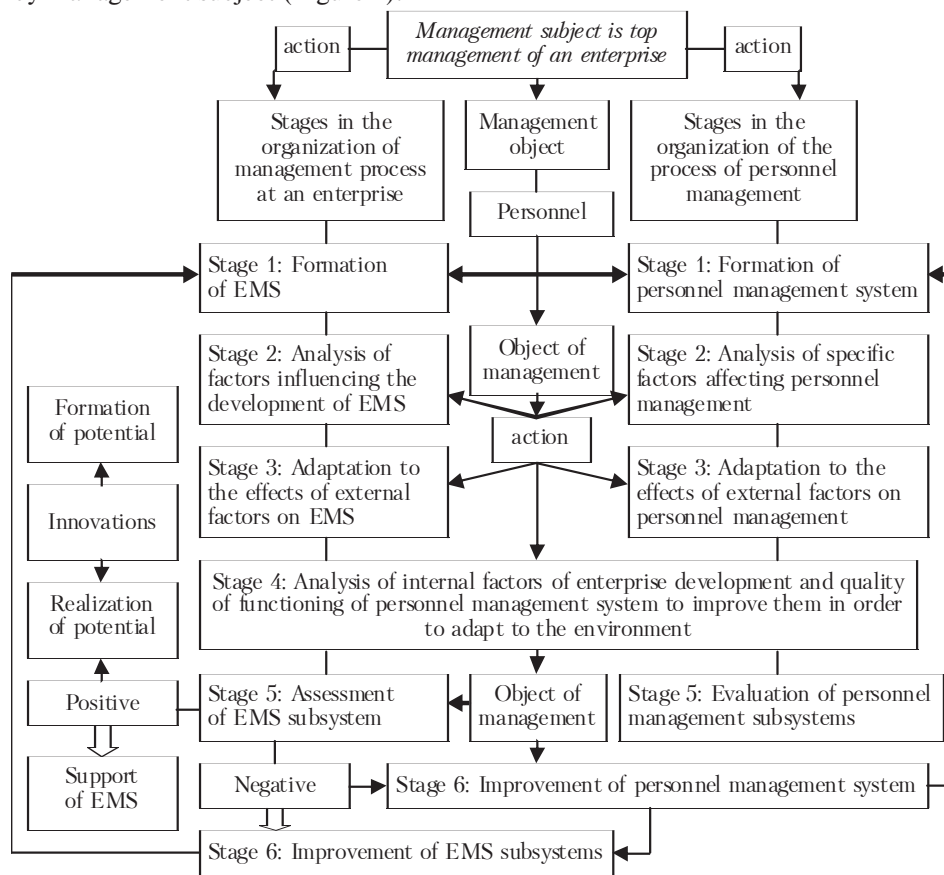


Figure 2. Algorithm of system arrangement of management process based on the decisive role of personnel in EMS, developed by the authors

Solving this algorithm, a subject of management carries out a purposeful influence on an object at each of them, and directs personnel on the decision of the set tasks. On the condition of negative estimation of any subsystem of EMS, personnel is the main driving force to improve it, for what the proper potential is formed on the basis of innovations carried out by personnel.

Innovative activity of staff as an object of management is a decisive factor in the process of potential realization of an enterprise under the condition of getting a positive assessment of all subsystems of EMS.

Thus, the basic subsystem EMS, through which staff solves problems for results along with personnel management subsystem, is scientific and technological subsystem, in which a subject of management activates innovation, increasing the level of staff knowledge, in which the priority is given to the following factors: external

(impact on staff) – the system of training and retraining; internal (development of system and staff) – the level of knowledge and technology, resource efficiency (productivity), condition and prospects for personnel development, the nature and contents of work under the influence of renovation of technics and technology, stimulation of staff to innovations, human potential of a company.

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