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EFFECTIVE RECRUITMENT ORGANIZATION OF ENTITY

This article presents the main aspects of an effective system of staff recruitment decline at the enterprise, shows the nature of technology related to the recruitment and employee's selection, and analyzes their features. The possibility and the feasibility of applying process and systematic ways during the selection of the personnel at the enterprise are considered and the analysis of the existing methods of the personnel selection is made.

Keywords: modern personnel technologies, staff management, system and process approach, leasing, outstuffing, outsourcing, traditional and creative recruitment methods, HR – branding.

Introduction. Nowadays the effective state develop is connected with right built economic system. To reach the subject activity results of manage in the sphere of national economy process, firstly you need to find qualitative human resources, who are capable to decide given tasks and move confidently to reach strategic goals.

Literature review. The well-known scientists such as R. Draft, D. Koutler, V. Voronkova, A. Belichenko, N. Gavkalova, S. Popov, S. Ivanov, G. Nazarov, N. Markov made significant contributions to the decision of the effective personnel selection issues. Although the questions of system recruitment improve on the base of modern technology staff introduction are still poorly investigated, so this determines the purpose of the study.

The purpose of the article. The study aim research is generalizing of theoretic approaches to form the principles of personnel selection and proving the feasibility of applying systemic and process approaches to the personnel selection for the enterprise.

Results and discussion. The success of organization management under any circumstances first and foremost depends on the qualitative personnel selection. During the existence of an enterprise or organization, production is renewed or expanded and staff are changed from time to time, resulting in the hiring or replacing the redundant workers. These processes are manageable and are focusing on recruiting people with the help of modern technologies.

At the present stage of development of the economic, social and labor spheres, staff requirements are constantly increasing. Staff recruitment is considered as a process of learning professional and psychological worker qualities with a view to establishing his ability to perform job responsibilities in a certain workplace or position and, as a result, to select the most approach candidates, taking into account his qualifications, specialty, abilities and interests, which satisfy the organization's goals.

So recruitment of qualitative workers who are able to solve the problems quickly in any critical situation became a complicated task for many enterprises. Not only high business qualities, but also the breadth of strategic thinking, responsibility, determination, independence and stress resistance are important [2]. All of the above factors have a big role in creating an efficient economic system, otherwise the company will lose its financial resources at endless hires and dismissals of employees, and this will become a major organization problem.

In this article I would like to consider systemic and process approaches for effective staff recruitment. Focusing on the systems approach, recruitment should be considered as an open system which includes certain connected elements.

As a result of the existing approaches analysis to the interpretations of the enterprise personnel, their considerable diversity, it was determined that the most accurate is V. Voronkova's position, which states: «The enterprise staff is the complex of employees of a certain organization that are in interaction and perform individual functions that correspond to their qualification level and professional knowledge of each person to achieve the main purpose of the enterprise» [7].

This system receives all the necessary labor and information resources that are transformed into personnel within the system from the environment (Fig. 1).

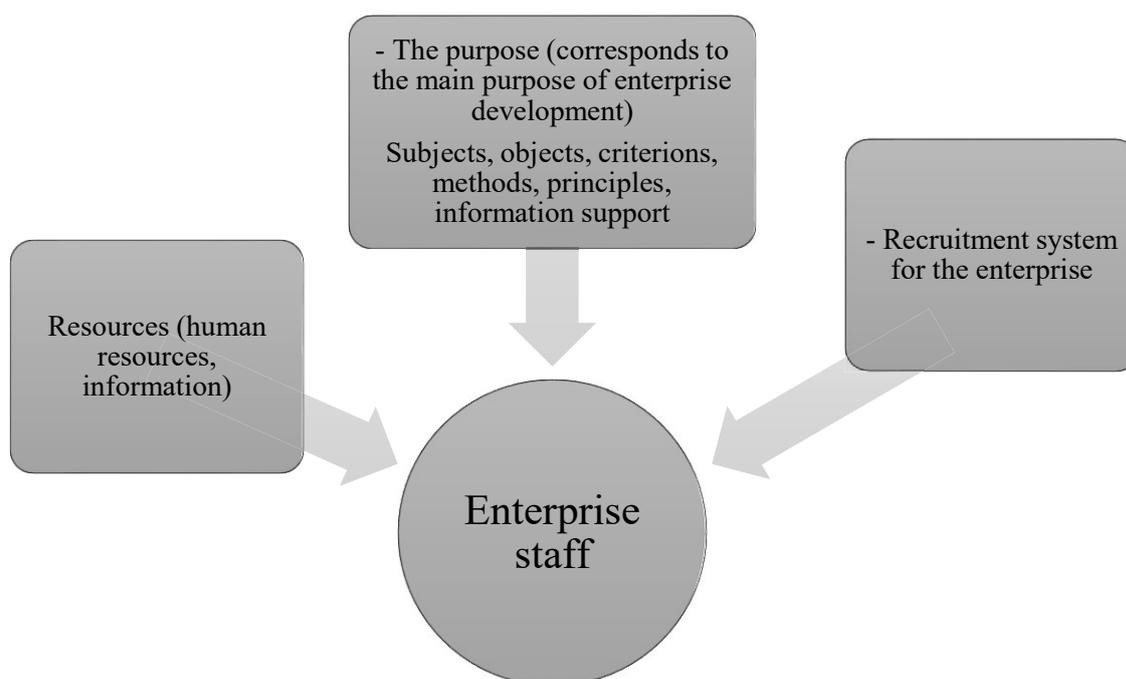


Fig. 1. Systematic approach to recruitment [1-7]

The main elements of the recruitment system can be selected: purpose, subjects, objects, methods, criterions, principles and information support. The subjects of the system approach are the personnel managers, whose important task is qualified personnel selection at the right time and at the right workplace [3].

Considering recruitment as a coherent system which includes interrelated elements, it allows to solve complex problems in case of the current state incompatibility with the requirements of the enterprise strategy. By adjusting the quantitative (attracting new, reducing existing) and qualitative (improving skills of existing employees and attracting new employees of relevant qualifications) employees, the formation of the necessary staff happens to solve the enterprise issues.

In that case, if the company is only newly established, the issue of permanent staff selection is solved. Not only the system approach but also the process approach is used for this purpose. Recruitment from the point of process approach view is considered as a process that is carried out by the implementation of certain successive steps.

Analyzing researched and existing approaches to the focusing of individual stages of the selection process by such scientists as N. Kuznetsova and M. Volobuyev, there were no significant differences [8]. Therefore, we can distinguish the following stages: analysis and formation of requirements for staff, structure and quality characteristics of staff; identification of candidates search methods and their involvement; comprehensive assessment of the candidate (CV analysis and questionnaire, preparation and conduct of selection interviews, interviews, testing) and information verification about the candidate; the best candidate selection; job offer; approval in office (Fig. 2)

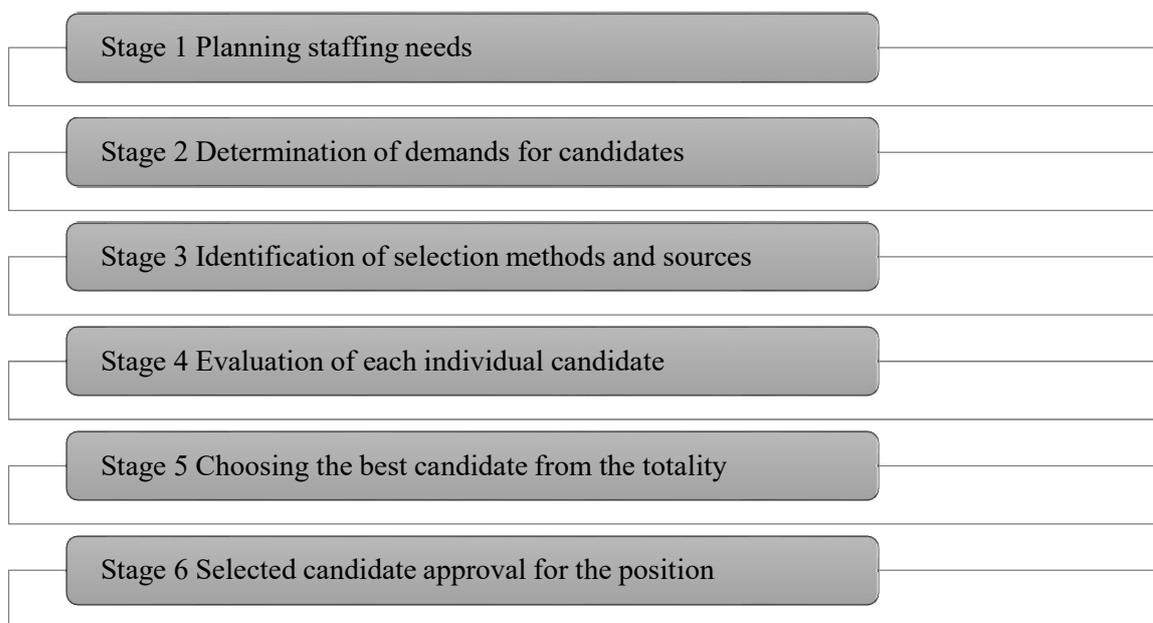


Fig. 2. Process approach to recruitment [8]

In the first stage, when there is a need for personnel of a certain profession and qualification, a need for staff is formed. Admission of candidates begins with the identification of the organization needs and the demand formation for candidates. Firstly, the recruitment manager must work out criteria for evaluating the candidates' business and personal qualities, depending on the position or place of desired work. The main general evaluation criteria are: work experience, qualifications, age and health. According to the scientist opinion, it is possible to select such criteria as to understand the abilities and character of candidates.

For example:

- Managers of subsidiaries: good communication skills, emotional stability, good adaptation to new conditions, managerial abilities;
- Functional leaders: emotional stability, certain skills and experience, technical ability and readiness to perform their duties;
- Operations managers: maturity, emotional stability, knowledge of certain laws, knowledge of the people of the host country [6].

Next, the manager must decide what search methods he will use when he will hire an employee. In modern theory and practice of personnel management, active and passive methods of recruitment are selected. The choice of a method depends on the correlation of labor demand and supply at the labor market. The active method is used in case of excess demand for labor over its supply, and the passive method in case of excess supply in the labor market over demand for labor. In this way, deciding which method will be used will be made on the basis of the labor market analysis.

Depending on the number of staff, the problem of its selection is solved individually. There are two main types of recruiting sources - internal and external. Each has its advantages and disadvantages. But the common thing is that they both manifest their abilities best only in a well-developed labor market. The choice of recruitment sources is determined by their economic feasibility. The sources of internal recruitment include job vacancies such as: training their employees at the enterprise; promotion of their employees, direct contact with their employees for work recommendations of their friends and acquaintances; regularly informing the whole team about active vacancies. As for the sources of external recruitment, we need to select the following: state employment centers; regional labor exchanges; commercial, including international enterprises and employment organizations; system of the enterprise contacts with educational institutions; publications in the press, including radio or television; working fairs organized by enterprises for graduates of educational establishments of all levels.

Also, among these basic methods of recruiting at the present stage, it is actual and appropriate to use such methods as:

- staff leasing – this is a relationship that appears when a recruiting agency enters into an employment contract with an employee on his own behalf and then directs him to work for company for a relatively long period - from three months to several years;
- outstaffing - recruiting agency does not select employees, but makes out in the staff already existing staff of the company - the client. A method that simultaneously solves the problem of painless staff removal from the organization staff;
- outsourcing - a company sends any of its functions to an outside company (subsection of another company). These methods can simultaneously solve the problem of painless staff removal from the organization staff.

The next stage of the recruitment process begins with an analysis of the candidates list in terms of their suitability to the requirements of the organization. Analyzing the development of theorists and practitioners regarding the methods of staff selection and assessment, we can identify the most commonly used methods of employee selection.

And also to analyze their advantages and disadvantages. All methods can be divided into two groups - traditional and creative. Among the traditional, the following are:

- questionnaire, which purpose is the initial acquaintance. It is quite often used with job interviews. The main advantages of this method are the simplicity and low cost, and the disadvantages - the inability to determine the "human" characteristics. So you have to use some additional methods. Most commonly, questionnaires are used by government establishments;
- interview, its advantages include direct contact with candidates. These are qualification (determination of professional qualities) and disciplinary (determination of conformity with special working conditions) interview;
- interview is a conversation which main focus is to evaluate the professionally important qualities of the applicant. It is commonly used in the modern personnel management practice;
- proficiency testing and testing skills. The advantages of this method include the ability to evaluate the candidate's current status, taking into account the features of his future position; the disadvantages are considerable costs like specialist consultation and the tests cost [10].

The complexity of modern organizations and the noticeable dynamism of the external environment increase the requirements for the enterprise personnel. This has led to the extension of creative methods, among which are:

- imitation methods (coaching) is one of the development tools and assessment of creative thinking of a person, which shows how much he will be able to adapt in new conditions and is able to imitate a potentially problematic situation. The main advantage of this method is the ability to identify human potential and the ability to motivate it. The disadvantage of this method is the high cost;
- personal tests, they allow you to assess the development level of individual personal qualities and determine his temperament. Advantages include the ability to see and analyze the potential of a future employee of the company, and the disadvantage is that it is a significant job;
- the CASE Interview method allows you to identify candidate characteristics that are important for a particular employer, and the competency Interview method assesses his characteristics of behavior. The advantage of this method is to identify the candidate's ability to use his experience to form specific actions in different situations;
- A. Adler's method of "analysis of early childhood memories", which essence is to construct such questions that the candidate does not evaluate just himself, but also the people around him. The advantage of this method lies in the high probability of identifying individual values and non-standard thinking of the candidate [4].

Each company uses certain recruitment methods, depending on its strategy and development priorities, importance of the position, financial position of the organization, etc. The next stage is choosing the best candidate among the candidates, and the last stage is the position approval.

Thus, the process approach makes it possible to carry out stages of recruitment simultaneously or sequentially at different stages of work in order to shorten the time and improve the quality of selection, taking into account the enterprise industry specificity.

Conclusions. The results of the enterprise's activity directly depend on right selected employees. For effective enterprise work it is necessary to apply a set of methods based on indicators of financial and economic activity, especially of production, tendencies of the labor market and economy.

During prolonged economic crisis, the main issues for the hiring system are its improvement with the help of modern non-traditional personnel-technologies, which will be able to take into account external and internal factors, strategic orientation, and could adapt to the natural reaction to the excessive spontaneity of the market.

Effective marketing personnel-technologies are also important: personnel formation – organization image, HR branding - formation of a positive image of the employer. The essence of such personnel technology is revealed in a set of techniques, methods, forms and methods of influencing staff in the process of hiring, using, developing, enhancing, and dismissing them in order to obtain the best results of their work.

Through the application of systematic and process approaches to the personnel selection, the company is able to comprehensively solve the problem of forming the necessary by the qualitative characteristics and structure of staff. Further research seems appropriate to study the interdependence and interplay of staff recruitment and adaptation.

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ОРГАНІЗАЦІЯ ЕФЕКТИВНОГО ПІДБОРУ ПЕРСОНАЛУ СУБ'ЄКТА ГОСПОДАРЮВАННЯ

Проблема. На сьогоднішній день питання підбору кадрів є важливою та трудомісткою процедурою на підприємстві. Від правильно підібраних кваліфікованих кадрів залежить ефективність роботи організації. Пошук та відбір персоналу з використанням новітніх ефективних методик підвищує значимість даної процедури. Помилки, які допускаються при підборі та відборі кадрів, можуть негативно позначатись на ефективності діяльності підприємства та соціально-психологічному клімату в колективі. В питаннях підбору кадрів обов'язково потрібно застосовувати наукові методи та підходи.

Мета. Метою статті є доведення важливості процедури підбору та відбору персоналу, поглиблення знань та виявлення ефективних методик прийняття кадрів на роботу для підвищення ефективності діяльності організації й усунення конфліктів у внутрішньому середовищі організації.

Методи. Основними методами дослідження є теоретико-методичні та прикладні аспекти організації пошуку та відбору персоналу підприємства в умовах його динамічного розвитку.

Результати. Описано методи та підходи для успішного підбору кадрів на підприємство. Розкрито сутність системного та процесного підходів, а також їх ефективність. Розкрито традиційні та креативні методи відбору працівників.

Наукова новизна. Запропоновано сучасні методи та підходи, що дають можливість менеджеру знайти кваліфікованих працівників на підприємство. Вони дозволять створити універсальну модель пошуку та відбору людських ресурсів, яка буде оптимальна для підприємств різних розмірів і сфер діяльності та можливість обрати кандидатів на будь-яку посаду.

Висновки. Результати дослідження показують, що існує низка методів, які допоможуть PR-менеджеру в підборі кваліфікованих працівників на роботу. Вплив якісного підбору та відбору кадрів при прийнятті забезпечить підприємство компетентними та мотивованими працівниками. Застосування системного та процесного підходів до підбору персоналу підприємства дозволяє комплексно вирішити завдання формування необхідного за якісними властивостями та структурою персоналу. Тому для ефективної роботи підприємства потрібно застосовувати комплекс методів, спираючись на такі як: фінансово-господарської діяльності, особливості виробництва, тенденції ринку праці та економіки.

Ключові слова: сучасні персонал-технології, управління наймом, системний та процесний підхід, лізинг, аутстафінг, аутсорсинг, традиційні та креативні методи по підборі персоналу, HR – брендинг.

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