

# THE SMART ANALYSIS OF EFFECTIVE PERSONNEL MANAGEMENT SYSTEM FOR CORPORATE ORGANIZATION IN CRITICAL DOWNSIZING OPERATIONS

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## **Abstract**

*Today, most personnel services are primarily focused on performing traditional practical functions. In many organizations, they do not need anything else, and some personnel services leaders show their own personnel and productivity efforts due to addictions and traditions. This is somewhat of a problem in many modern organizations. The purpose of the assignment is to determine the importance of employee service to the organization. The task of the task is to establish the main functions of the personnel management service, to determine its role in the life of the company. Personnel service is a structural unit authorized to carry out personnel management and organizational and systematic management of personnel management activities implemented in the organization. In this paper, a smart analysis of effective personnel management system was proposed for corporate organization in critical downsizing operations. The heavy reliance of management on their own skills, abilities, initiative and entrepreneurship to ensure the company's prosperity, and more precisely on the human resources developed, must be modernized to meet the new and ever-changing.*

## **Keywords:**

*Personnel Services, Productivity, Employee Service, Organization, Role, Task, Company, Analysis, Management*

## **1. INTRODUCTION**

The functions of Personnel Service (HR Manager) are defined in the relevant job description. In most organizations, at a certain stage of development, there is a need for an expert in personnel management [1]. It determines what steps should be taken in recruitment, training and evaluation of employees to achieve the goals of the organization [2]. This is the most common reason for creating an HR department, but there are other motives that prompt management to create a company's HR department [3]. In some cases, the personnel department is created as an "assistant" to the existing personnel department, which can no longer cope with the number of tasks assigned by other departments of the company [4]. In such a situation, top management creates an HR service according to the priority of tasks to be solved: first, a recruiter or recruitment manager appears, then a training specialist or training manager, etc. [5].

In this case, the CEO and shareholders understand the need for the services of employees for the further development of the business [6]. It is important that the HR director makes full use of available opportunities: he participates in meetings of top managers, reports on the results of his activities to business owners [7]. The most desirable situation is when the personnel service is created together with the company, and already at the early stage of the company's development, its director participates in creating the future organizational structure of the entire company, creating business processes between departments [8]. In this case, the HR specialist can adhere to the principle of initiative in his work, that is, when the employee's activity is aimed at correction and elimination, he can act in a proactive and

preventive manner, as opposed to the so-called reactive work [9]. When an HR director participates in building a team of top managers (selecting leaders and creating compensation packages for them), he gets a chance to become one of the leaders of the organization in the future [10].

## **2. RELATED WORKS**

The situation where the functions of personnel management are distributed among departments significantly reduces the efficiency of the overall business, especially the increase in the number of employees and the number of tasks in the personnel recruitment and training department [11]. In this situation, the personnel department has more powers, for example, the HR director finds out the needs of the management and ensures the execution of the tasks designed by the internal customer, i.e. top managers and line managers [12].

During this period, HR staff develops core HR tools. When developing policies and procedures in the field of personnel management, it is necessary to involve line managers and top managers as consultants, because in practice they must use these methods [13]. If specialists of the human resources service have independently developed methods in the field of recruitment or training of employees, it is recommended to ask the management at the implementation stage how clear and convenient the proposed options for communication with the personnel service will be [14].

Control of the implementation of collective agreements and agreements is carried out by the parties to the social partnership, providing each other with information about the fulfillment of the conditions of the contractual documents [15]. But, in addition, control over the implementation of collective agreements and contracts are carried out by labor organizations. Local regulations primarily include internal labor regulations, which are usually incorporated into a collective agreement [16]. However, they may be recognized as a separate document. Internal labor regulations are local regulatory laws that regulate the procedure for hiring and firing employees, the basic rights, duties and responsibilities of the parties to the employment contract, working hours, rest, in accordance with this code and other federal laws [17]. Time, incentives and penalties applied to employees, as well as other issues regulating labor relations with this employer. The company itself has to formulate "Internal Labor Regulations" based on its specifications. Practice shows that in domestic companies, HR services rarely become strategic partners [18]. This is due to the relative youth of business in our country and the youth of the profession of a specialist in personnel management, which is entering its second decade of existence. According to experts, the most optimal position of the HR department is a service department; however, it plays the unadvertised role of a business partner [19].

### 3. PROPOSED MODEL

If the creation of an HR department is a fashionable statement, it is more likely that it will only perform a representative function: the director of personnel is unlikely to be appointed to solve serious problems related to the development of the company. It is not easy for him to find a common language with top managers and the CEO, because the service under him is not considered a unit that directly affects the achievement of the company's strategic goals. In this situation, the head of HR service is recommended to:

- Protect the position of your unit by efficiently identifying existing problems and recommending ways to solve them;
- Receive the budget of the division under your management, i.e.: articles related to the planning of salary fund, social benefits, recruitment expenses, training and development of employees, strengthening of corporate culture, etc.

The organization of any unit activities should begin with the preparation of the regulation on this unit. The regulation on employee service shall contain the following sections: General Rules; Tasks; structure; Activities; relationships with other departments; rights; Responsibilities; Responsible. The structure refers to the structure of the department, its size, specific areas of work and the process for developing and approving the sections of the department assigned to them. This highly efficient method of creating employee service in an organization, unfortunately, is not very common in practice. Whatever the reasons for the formation of HR service, the role it plays in the development of the organization is important. The experience of domestic companies shows that, in most cases, in its development, the HR department enjoys three consecutive roles. This was shown in the following: Support, Service and Partnership.

At the initial stage of the company's development, the owner or general director often needs the services of a personnel officer, whose main task is to maintain the company's personnel document flow in accordance with national law. Through this business support role those HR services are not created from scratch, but transferred from the existing human resources department of the organization. The extent and structure of HR services mainly depends on the size of the organization. Depending on the size of a particular organization, the following organizational forms of personnel are distinguished:

- An independent structural unit that is directly subordinate to the head of the organization or his deputy;
- Performance of personnel service functions by an individual employee of the company;
- Performance of personnel service functions in conjunction with performance of other jobs.

In this case, the functions of personnel management are distributed among line managers, and each department independently solves the tasks faced in the field of recruitment and training of personnel. Therefore, two or three representatives of different departments of the client company may work separately from a recruitment agency or training agency. Sometimes personnel department and personnel service are two independent divisions of the organization. But in most leading domestic companies, the personnel department is included in the personnel service structure, and its head or clerk reports to the

director of personnel. The main function of personnel services is to create labor resources: planning their demand and organizing practical recruitment activities, resolving conflicts and following social policy. When concluding contracts, the parties themselves determine the issues regulated in this document. The Labor Code, like a collective agreement, provides only a rough list of issues that can be included in the agreement. This was shown in the following:

- Salary;
- Working conditions and labor protection;
- Work and leisure patterns;
- Social partnership development;
- Other issues to be determined by the parties.

The essence of personnel work is to decide what needs to be done, by whom, how and with what help in the field of personnel management. The solution of these daily tasks is based on management methods. The strategic direction of the work of personnel services focuses on the development of the company's personnel policy - theoretical views, ideas, requirements, and practical actions in the field of working with personnel, its main forms and methods. Therefore, the tasks of personnel service depend on the functional areas.

### 4. RESULTS AND DISCUSSION

A young company is characterized by an informal atmosphere and a small number of employees who know about the company's projects and problems and who can replace each other in the workplace. There is no personnel manager in the state - everything is decided by the leader. Close relationships between colleagues, with unclearly defined responsibilities often lead to conflicts as in Table.1.

Table.1. Comparison of Management creation

Tasks	DSS	IHRIS	HRMS	IIP	EPMS
100	70.84	66.70	56.32	81.23	88.56
200	73.26	68.90	58.31	82.72	90.53
300	73.67	69.70	59.51	83.52	91.66
400	75.27	70.37	59.99	85.85	92.87
500	77.59	71.80	61.42	86.86	93.24
600	78.84	72.89	61.58	87.50	94.77
700	81.57	73.37	62.35	88.16	95.27

The number of employees is increasing, the internal structure of the company is being formed, the powers and responsibilities of departments and employees are being created. Intensive search and selection of employees, the development of rules and regulations comes to the fore, there is a need for the development of internal communication, and there is a rapid career development of employees as in Table.2.

Table.2. Comparison of Growth management

Tasks	DSS	IHRIS	HRMS	IIP	EPMS
100	54.50	70.40	72.35	67.74	88.66
200	55.99	72.37	74.77	69.94	90.65

300	56.79	73.50	75.18	70.74	91.85
400	59.09	74.63	76.78	71.41	92.33
500	60.13	75.08	79.10	72.84	93.76
600	60.77	76.53	80.35	73.93	93.92
700	61.43	77.01	83.08	74.41	95.69

The Company is trying to maintain the levels it has achieved. Sub-business departments appear the structural composition of employee's changes. The personnel department solves new problems, introduces new technologies for adaptation, evaluation, social synthesis, etc. There is standardization and regulation of practices and policies as in Table.3.

Table.3. Comparison of Positioning Analysis

Tasks	DSS	IHRIS	HRMS	IIP	EPMS
100	67.37	69.00	58.26	84.04	96.82
200	67.48	69.50	58.26	85.13	97.08
300	67.54	70.25	59.09	86.27	97.65
400	67.59	70.25	58.36	85.91	96.51
500	67.63	69.20	57.25	84.38	95.49
600	67.66	68.92	56.85	83.74	95.25
700	67.68	69.64	57.42	84.32	95.90

Downsizing of company operations leads to reduced flow of investments and funding, downsizing of employees, elimination of social programs and problems of employee motivation. During this period, the role of inter-organizational communication increases to support changes in the organization. Thus, the dependence of the functions and tasks of the personnel management service on all stages of the company's life cycle is clearly identified as in Table.4.

Table.4. Comparison of depression handling

Tasks	DSS	IHRIS	HRMS	IIP	EPMS
100	65.36	75.28	71.25	85.27	94.75
200	64.27	75.02	71.14	84.77	94.75
300	63.13	74.45	71.08	84.02	93.92
400	63.49	75.59	71.03	84.02	94.65
500	65.02	76.61	70.99	85.07	95.76
600	65.66	76.85	70.96	85.35	96.16
700	65.08	76.20	70.94	84.63	95.59

In cases where employees are subject to multiple contracts at the same time in accordance with established practice, the most favorable terms of the contracts shall apply. It is the employer's responsibility to send the documents for registration. The purpose of the notification register is to identify conditions in collective agreements and contracts that make the position of employees worse compared to the current law. If such violations are found, they are reported to the parties and the labor inspector. In addition, notification registration allows labor authorities to obtain information on the number and content of collective agreements and contracts, monitor trends in collective regulation of labor relations, and take this experience into account when developing labor laws and regulations.

## 5. CONCLUSION

All administrative activities of any organization must be documented. But particularly must access to document labor relations. It is handled directly by the personnel department. The correctness of the preparation and execution of personnel documents directly affects its legal force, and every citizen is personally concerned. The employee of the personnel service must, first of all, have an impeccable knowledge of the legislative acts, which record the problems of the labor organization and the labor relations between the employer and the employee. A set of these actions should be in each personnel service, so that you can contact them at any time and check the legality of the solution to the problem and its integration into the document. The personnel service should clearly understand the tasks of the registered company because its main objective is to provide the company with highly qualified employees for better performance of these tasks. In addition, the charters describe the procedure for appointing or selecting the board of directors and other issues related to the selection and hiring of personnel. One copy of the charter should be kept in the personnel department.

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