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Theoretical Aspects of Organizing a Personnel Office

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ABSTRACT

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The objective need to develop theoretical, methodological and organizational and methodological foundations of the activities of personnel offices as subjects of personnel management in organizations and conceptual analysis of personnel reality taking into account national characteristics, the complexity and contradictions of the practical creation of a model of personnel office that meets the conditions of modern organizations, determined the choice of topic, setting goals and objectives of our research, and determined the structure of the work. Based on the application of the systemic method and elements of content analysis, the article shows that in the presence of a wide array of foreign and domestic studies that reveal theoretical, methodological and organizational and practical aspects of the activities of personnel offices as subjects of personnel management in organizations in separate areas, it can be stated that there are several problems and shortcomings in the degree of development of this research topic. The lack of sufficient theoretical-methodological and organizational-methodological development of the problems of the activities of personnel services as subjects of personnel management in organizations leads to difficulties in creating a scientifically sound model of a modern personnel service, taking into account the specifics of Ukrainian organizations, developing scientific tools for studying the practice of personnel service activities and developing specific recommendations for optimizing its activities. The current trends in the practical work of personnel offices are analyzed and the need for a larger-scale integration of the analysis of real practice into the process of developing the theory of organization and functioning of personnel service at the present stage is substantiated.

KEYWORDS

personnel office, HR, talent management, talent architecture.



Теоретичні аспекти організації кадрової служби

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СТАТТЯ

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Об'єктивна необхідність розвитку теоретико-методологічних та організаційно-методичних основ діяльності кадрових служб як суб'єктів кадрового менеджменту в організації та концептуального аналізу кадрової дійсності з урахуванням національних особливостей, складності та суперечливості практичного створення моделі кадрової служби, що відповідає умовам сучасних організацій, зумовили вибір теми, постановку цілей та завдань нашого дослідження, визначили структуру роботи. На основі застосування системного методу та елементів контент-аналізу в статті показано, що за наявності широкого масиву зарубіжних та вітчизняних досліджень, які за окремими напрямками розкривають теоретичні, методологічні та організаційно-практичні аспекти діяльності кадрових служб як суб'єктів кадрового менеджменту в організаціях, можна констатувати факт наявності низки проблем та упущень у ступені розробленості цієї тематики дослідження. Відсутність достатньої теоретико-методологічної та організаційно-методичної розробленості проблем діяльності кадрових служб як суб'єктів кадрового менеджменту в організаціях веде до труднощів у створенні науково обґрунтованої моделі сучасної кадрової служби з урахуванням специфіки українських організацій, розроблення наукового інструментарію дослідження практики діяльності кадрової служби та вироблення конкретних рекомендацій щодо оптимізації її діяльності. Проаналізовано сучасні тенденції практичної роботи кадрових служб та обґрунтовано необхідність більш масштабної інтеграції аналізу реальної практики у процес розвитку теорії організації та функціонування кадрової служби на сучасному етапі.

КЛЮЧОВІ СЛОВА

кадрова служба, HR, управління талантами, архітектура талантів.

1. Introduction

The current stage of economic development is characterized by a sharp change and complication of management functions, in particular, personnel management. This is due to the active processes of European integration of Ukraine, the growth of dynamism and unpredictability of the external environment, the advantages of orientation of production to an innovative type of development, with global trends in humanization and social orientation of management. All this determines the new goals and objectives of personnel (personnel) management at enterprises, the peculiarities of personnel decision-making, and the role and importance of personnel services.

Thus, the modern role of personnel services is characterized by the following features.

Firstly, under the influence of new economic conditions, management bodies at all levels of the organizational system are forced to deal with personnel work – the top management, heads of departments (line managers) and personnel services. At the same time, the HR department is assigned the role of integrating the coordinator of personnel management activities. The exclusive prerogative of the personnel department of the enterprise is the development of general principles of personnel management, methodological guidance of all personnel management processes – from assessment and hiring – to professional development and career planning of personnel [1].

Secondly, personnel management becomes the basis for the effective use of the company's labor resources, aimed at the long-term perspective, professional growth and social protection of personnel, meeting the needs of employees, teams and the enterprise as a whole. This determines the active role of the personnel service in the development of the personnel strategy and policy of the enterprise, in the creation and implementation of social programs aimed at the development of personnel and stabilization of the labor collective.

Thirdly, the change in the role and place of personnel services in the enterprise management system, the complication of the tasks to be solved, the orientation to new methods and technologies of management put forward higher requirements for employees, the quality and efficiency of their work.

All these problems and trends are typical for all industries, but at the same time there are some industry-specific specifics. In addition, the continuous development of talent management systems, the growing popularity of internal talent marketplaces, the transformation of organizational hierarchies towards flat models and holacracy, etc., determine the need to revise the theoretical aspects of HR organization as well.

2. Literature Review

Researchers argue that the formation of an effective personnel management system is impossible without the creation of professional personnel services as the main subjects of personnel management and the training of appropriate personnel for them [2]. In general, in the theory of personnel services, it is believed that the organization of the personnel service is based on the theoretical foundations of personnel policy and effective personnel management, which provides for a purposeful influence on employees and the creation of optimal conditions for achieving the strategic goals of the enterprise [3]. The activity aspect of personnel management is manifested in the growth of subjectivity and intersubjectivity. Thus, the subject-object model of personnel policy is replaced by an intersubjective model of the implementation of human resources as a strategic resource of the organization [4].

The problems of improving personnel management and organizing the activities of personnel services are quite widely covered in the works of Ukrainian scientists. In particular, O. Shapoval and S. Taranichev investigate the theoretical aspects of personnel policy management and ways to improve it [5]. The research of L. Donchak and V. Dobizha is devoted to the theoretical aspects and main directions of improvement of personnel management at the enterprise in modern conditions [6]. H. Mazur et al. [7] argue that the key goal of personnel policy is to create a personnel management system based mainly on economic incentives and social guarantees focused on bringing the interests of the employee and the organization closer together, ensuring high labor productivity, increasing production efficiency, and obtaining the best economic results for the organization. The tasks of the organization's personnel policy should be related to determining the compliance of quantitative and qualitative characteristics of employees with job descriptions, which, in turn, meet the modern

requirements of the labor market. Personnel policy is one of the important tools for active influence on all processes occurring in the team and organizational behavior.

The works of foreign authors are devoted to the influence of global trends on the principles of personnel management and the organization of personnel services, their contribution to the formation of the competitive advantage of companies, the role, functions, models of competencies and assessment of the effectiveness of the HR manager. E. Tantua [8] emphasizes that the role of the HR department has shifted from issuing notices of dismissal to a huge role in the strategic formulation, implementation and evaluation of various policies in the organization. The researcher pays special attention to the issues of evaluating work efficiency, career management, human resource planning, and human capital development. Importantly, E. Tantua argues that changing competitive realities have provided HR departments with unprecedented opportunities to create significant value for shareholders through the effective and efficient management of the firm's HR system.

Saad [9] considers the construction of a legitimate personnel management department from the point of view of institutional theory. The author explores the process of transformation using the two newest perspectives of neo-institutional theory: institutional logic and institutional work. These perspectives present a theoretical prism through which a scholar can investigate how change agents use institutional work to create, maintain, or disrupt institutional logic when building a legitimate HR department.

The results of the study showed that there are two different contexts used in the transformation from human resource management (PM) to human resource management (HRM) logic, and that each context corresponds to three distinct processes, each with its own set of supporting strategies [10–13]. However, the issues of improving the organization of the activities of personnel services leave a wide field for complex research of scientific, theoretical and applied value.

3. Problem Statement

For theoretical analysis of the methodological foundations of the organization of the activities of the modern personnel service of the enterprise, the following tasks were singled out: comprehension of the concepts of "personnel management", "purpose of personnel management", "tasks of personnel management", "personnel engineering", "architecture of talents"; analysis of modern trends, models of advanced theories of organization and functioning of personnel services.

4. Methods and Materials

The study was based on a thorough analysis of scientific papers in the aspect of personnel records management in the management of an organization in the context of socio-economic transformation in Ukraine. The main attention is focused on the analysis of system and activity approaches in personnel management, focusing on the management of the organization and the determining role and functioning of the personnel service at the enterprise.

The general theoretical construct and methodology are determined taking into account the interdisciplinary nature of research in the field of sociology of management, personnel management, organization management and the theory of personnel management. For the analysis and processing of materials in the article, the following research methods were used: system analysis and system approach, phenomenological method, and content analysis.

5. Results and Discussion

Work with personnel is one of the important areas of managerial activity to bring in line with the tasks facing the enterprise in human resources management. In the traditional view, personnel management appears in the form of personnel work, which is understood mainly as the activity of personnel accounting and preparation of personnel documentation, which is carried out primarily by direct managers and employees of personnel services [14]. However, gradually, the idea of working with personnel as personnel work was replaced by the idea of personnel management as a special direction in the system of managerial activity, designed not only to take into account the available personnel, but to create processes for the formation of human resources and its development along with the development of the enterprise in accordance with the chosen goals and principles of personnel policy.

In this case, the personnel department of the enterprise is entrusted with the functions of comparing and coordinating personnel processes taking place at the enterprise and outside it, including: personnel development, formation of new motivational mechanisms, solving a wide range of social issues, professionalization, etc.

In particular, N. Havkalova [15], personnel management is considered the process of directed action of the personnel service on employees in order to create conditions for the qualitative development of the personnel of an industrial enterprise in accordance with the existing standards, in order to ensure the efficiency of the enterprise. The main purpose and content of personnel management tasks in such a concept are shown in Fig. 1.

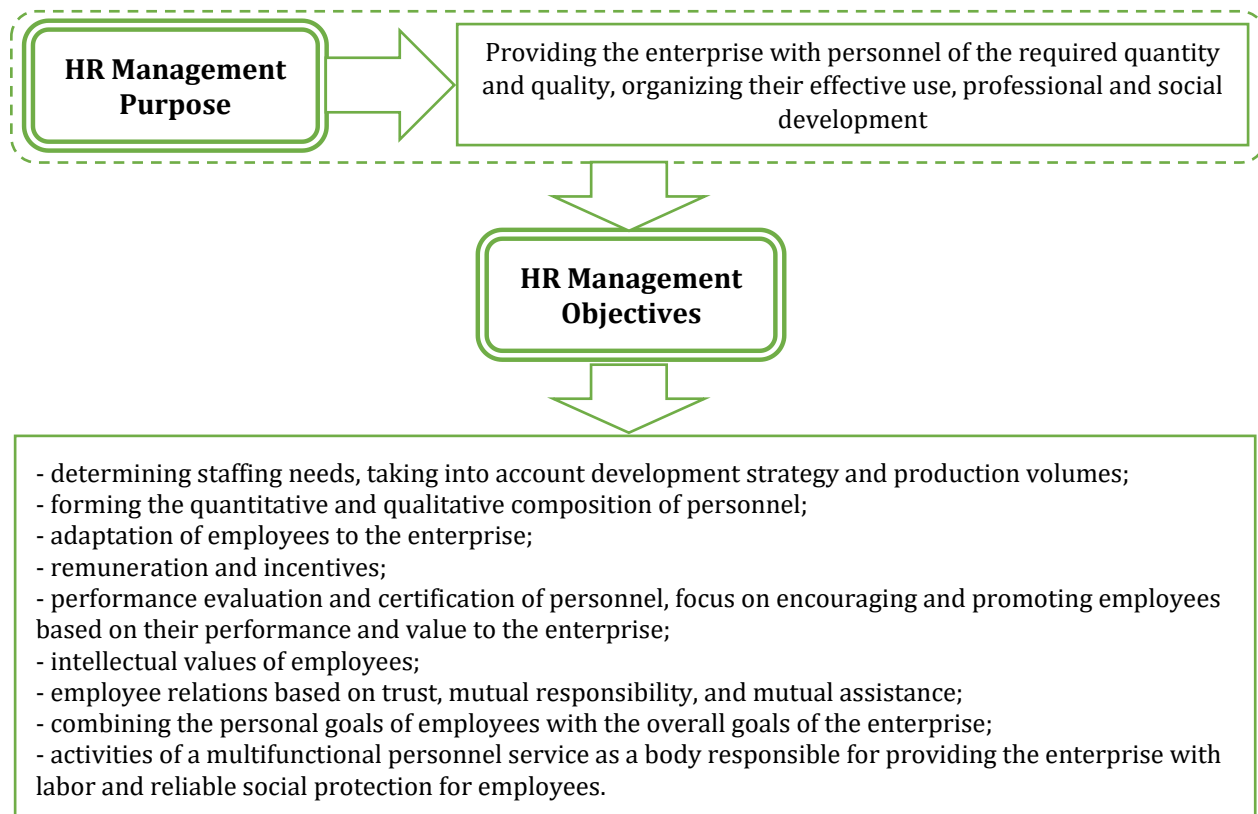


Fig. 1. Purpose and objectives of personnel management of the enterprise

Source: Developed by the author based on the data given in [6].

This approach is typical for most publications of Ukrainian authors in the field of personnel service and personnel management. However, it corresponds to the theoretical landscape of the organization of HR services at the end of the twentieth century, while the practice of Ukrainian companies in the field of organizing the work of HR services often fully complies with international HR standards. There is an obvious gap between the theory and practice of HR management in Ukraine. Meanwhile, it is not uncommon for the practical implementation of advanced foreign concepts, not supported by theoretical foundations, to lead to targeted implementation, conflict of implemented practices with the business model and structure of the company, resistance to changes and several other entropy processes that can cause significant damage to the efficiency and competitiveness of the company. This situation is obvious evidence of the need for innovative development of theoretical directions of organizational personnel management in Ukraine, in particular, regarding the organization of personnel services.

Personnel management today has turned into “personnel engineering”. This is a systematic, technological approach to recruitment, development, and retention of employees, which is based on data, AI, and agile career architectures. If earlier HR strategies were reactive (“we look when we need to”), now we are talking about dynamic, platform ecosystems that continuously analyze and develop the potential of each employee [16].

Skills are becoming the new main metric. Resumes and diplomas fade into the background. They are replaced by: skills mapping (automatic skill mapping); skills graphs (visual maps of the links between skills and professions); skills assessment platform.

Also, the introduction of “Talent Architecture” – a new model of staffing structure – is increasingly taking place. Within this model, instead of focusing on the hierarchical distribution of positions, flexible, adaptive employee profiles are used. Competencies are updated in real time, open roles and projects are proposed based on employee strengths, and internal mobility is used. In addition, there is highly personalized employee development, based on mentoring and the “employee journey”.

In addition, in today’s constantly changing conditions, traditional work with a reserve loses its effectiveness. Therefore, flexible methods of talent management within the company often come to the fore, such as an internal talent marketplace.

An internal talent marketplace is a system of processes and a digital platform that allows you to combine employees and business opportunities within the company: projects, positions in accordance with the required experience, skills, and functionality. In fact, this is a selection, but with a slight upgrade and many features. The talent marketplace gives employees the opportunity to search for career opportunities and potential positions depending on their skills, interests, and preferences. In addition, it can offer employees hands-on on-the-job training to learn new skills or improve existing ones.

The ideal talent marketplace covers all employees, including information about their skills and competencies, and takes into account their interests, work style, and training. It collects information not only about what people can do, but also about what they want and how they prefer to act. The talent marketplace offers employees opportunities for growth and success by providing organizations with insights to prepare staff for future challenges. For example, Unilever has implemented an internal talent marketplace called InnerMobility to help unlock employee skills, empower teams, and drive growth. The platform selects employees for new career opportunities and projects using artificial intelligence. Thanks to it, Unilever was able to free up more than 60,000 working hours and achieve an increase in employee development, engagement and satisfaction.

The approach to leadership is also radically changing. If earlier the main qualities of a leader were toughness and authority, now they are flexibility and cooperation. And this changes the approaches to the training of leaders, succession planning and the very way of management, namely, people are given much more power. Another change concerns more transparent reporting. To more accurately analyze what is happening in the company, analytical tools are used. In particular, we are talking about such a tool as ONA (organizational analysis of networks). This, in turn, suggests the emergence of new positions in the HR team – for example, analysts [17].

All these trends are reflected in the advanced theories of the organization and functioning of personnel services. In particular, a systematic review conducted by Cayrat and Boxall [18] argues that the transition of HR professionals to a larger strategic role is shaped by numerous unforeseen circumstances and stakeholder interests, and recognizing the synergies between operational and strategic roles in HR can help to strengthen reciprocity in labor relations. Their article, systematically covering more than 50 years of research, offers a comprehensive overview of the continuity and changes in roles associated with the HR function and the tensions they carry. It shows that normative models of roles in the field of personnel management, including the influential work of Ulrich (e.g., 1997), aroused greater interest in the study of roles in the field of personnel management than sociological studies conducted by pioneers of this field. In terms of change, many HR professionals have sought to make the transition in different ways to a greater strategic role in organizations. How successfully they managed to make this transition was influenced by complex, multi-layered contingencies and different interpretations and reactions of stakeholders involved in HR management.

Moreover, the Talent Portfolio Theory (TPT) is a new basis for studying the development of human resources and, accordingly, the organization of HR departments. Based on the knowledge of modern portfolio theory in financial investments, TPT considers the development of talent in the country as the creation of a “talent portfolio” consisting of four “B’s”: brain train, brain gain, brain circumvent, and brain linking [19]. National talent strategies include portfolio diversification and rebalancing. Talent portfolio theory allows you to compare talent strategies between countries over time.

D. Guest [20] outlines seven different theories about HR management and outcomes, each with specific objectives, related HR core practices, and outcomes. A combination of basic, standard and boundary practices make up measurable personnel management systems. Problems, implications, and recommendations for future research are discussed. Considering HR management and results is more than just striving for high organizational performance. Different theories of personnel management are related to different goals, different systems of personnel management practices and different results.

Accordingly, the organization of the personnel service should be based on the theory of human resource management, which is optimal for a particular organization, taking into account the relevant goals and business model.

The theory should determine the focus and content of the personnel management system and its main political goals and interests. However, in order to develop a stronger connection between the theory of personnel management and the practice of personnel management, it is necessary to pay more attention to the practice of personnel management. National and regional specifics are also important, and this is an additional argument in favor of the need to intensify the efforts of domestic scientists in the direction of an in-depth analysis of national practices and foreign theory in the field of conceptual vision, organization and functioning of the personnel service.

6. Conclusions

Therefore, HR research should refocus attention on the main independent variable – the nature of personnel management and related HR practices. Attention is also paid to ways to make greater use of the theory of organization in the analysis of activities and processes of personnel management in the future. Personnel management processes are organizational processes. They occur in all organizations and cannot be understood separately from how the organizations themselves are perceived.

Thus, today it is becoming more and more common “talent architecture” – a strategic structure in an organization that aligns talent management with business strategy by identifying key skills and behaviors, creating development paths and implementing systems to effectively attract, develop, retain and allocate talent to achieve the goals of the organization. It provides a structured approach to the entire talent lifecycle, ensuring that the organization has the right people with the right capabilities at the right time. The urgent task of the national management science today is a deep study of this architecture in its theoretical landscape, and the extrapolation of relevant developments to the landscape of national specifics of the theory and practice of personnel management.

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