

# Adaptive Administration Technologies of the Service Organizations Staff

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## Abstract

Administration of human resources is one of the most important components in the management system of a modern enterprise that can repeatedly improve its efficiency, ensure competitiveness and stability. In the globalization context, the administration system in an international company acquires new features, conditioned by the need to effectively operate simultaneously in many countries. In this regard, the experience study of administering human resources in international companies is extremely relevant for Ukrainian enterprises. Personnel administration is impossible without efficient and up-to-date staff of technologies aimed at optimizing personnel in the organization and enhancing efficiency and performance.

**Keywords :** *administration, human resources, organizational culture, competitiveness, efficiency, personnel technology.*

## 1. Introduction

At present, human capital is the most important production component, the most valuable resource of any organization, acting as a competitor, economic growth and efficiency. It is widely accepted that an organization's success is closely tied to the type of individuals it employs (Breaugh, 2013). Since the late 1990s, companies around the world have noticed a shortage of talented employees. Talented employees are commonly seen as top performers who have high potential and are valuable contributors to the success of the organization (Collings & Mellahi, 2009; Harris, Craig & Light, 2011; Schuler, Jackson & Tarique, 2011). Administration of human resources directly affects the capitalization (cost) of the company. The share intangible assets (brand, intellectual potential of personnel, personnel policy) is growing. Human resources management is one of the factors providing leadership in competition, since it is one of the most important competitive advantages of the organization, it becomes a guarantee of its success and survival in conditions of increased competition.

According to some experts, human resources management that allows companies to move from the number of good, which successfully work, to the number of leading in a certain segment of the market. The development of the human resources management system is closely related to the use of intangible assets. A competently built system of human resources management allows the company to use the internal intellectual potential of its employees as a reproducible resource, which in turn contributes to the economic efficiency and qualitative transformations of the company.

## 2. Main body

In the modern society and in the conditions of the development knowledge economy, the role of the worker in the production system grows, therefore, the staff has become not only the main resource, but also a factor in shaping the competitive advantages of the enterprise, therefore it is one of the objects of administration. The essence of personnel administration lies in the process of influencing workers by applying modern technology personnel in order to realize the organization's goals.

Modern administration systems are characterized by the use of new approaches, methods. Their task is to create the necessary and maximally specific conditions for the formation and implementation of a strong labor potential, which in all parameters must meet the needs and objectives of the enterprise.

Personnel management technology is understood as hiring a set of methods and methods of influencing personnel in the process , using, developing and releasing them in order to obtain the best end results of labor activity.

Recent research shows just how many effective HR practices can make: "Companies that are highly skilled in core HR practices experience up to 3.5 times the revenue growth and as much as 2.1 times the profit margins of less capable companies," according to From Capability to Profitability: Realizing the value of People Management. The report of Boston Consulting Group and the World Federation of People Management Associations is based on a cross-industry study of more than 4,200 HR and non-HR managers in more than 100 countries.

It found the greatest correlation between positive economic performance and skilled HR practice in the following areas:

Employee retention.  
Employer branding.

Leadership development.  
 Onboarding of newly hired employees.  
 Performance management and rewards.  
 Recruiting.  
 Talent management.

In order to the personnel administration technology to give the desired effect, the management of the organization must provide the personnel engaged in its development with the appropriate material, information, and technical bases. The emergence of this need is associated with constant changes occurring in the world, which are the cause of the emergence of new requirements for the organization of labor. Information and technical starvation can lead to the development of inefficient solutions, which can become unprofitable for the enterprise.

It is quite natural its that from time to time in each organization there is a need to determine the number of personnel, in the effective selection, hiring and placement of personnel, in ensuring its employment, taking into account both the production interests and the interests of the workers themselves. Today, in the of a market economy conditions, the need to make the technology of personnel management work efficiently becomes more urgent. New personnel management organization technologies are being improved and provide a visible result.

Administration technology is a kind of influence, which uses a special system of methods, methods and objectives.

All developed technologies can be divided into several groups depending on the ultimate goal, scope of application or origin. The latter classification is the most common in personnel work. According to it, the technology of personnel management can be divided into four large groups (Figure 1).

Today's HR-specialists use at every stage of their work a variety of the most diverse developments and techniques. Each level - from the selection of personnel to its release - has certain techniques aimed at achieving maximum efficiency.

The empirical study conducted by (Bondarouk, T, et al 2014) was focussed on interviews with HR leaders, they used six parameters like business focus, learning focus, strategic focus, HR technology, Delivery, and personal credibility for understanding the individuals job performance and HRM policies. Bondarouk, T, et al 2017, found the factors affecting acceptance of E HRM by the organizations, it was divided into technology, organization and people. They found that the there was shift from efficiency to improved HR practices, the HR department has becomes strategic unit for the organizations . The article also found the reasons for slow adoption of the e HRM practices. From above reviewed literature, we can interpret that, there is strong correlation between employees performance and the organization growth, there is strong correlation between productivity of employee and the job satisfaction of employees, in this descriptive study the target is to find the role technology organization for employee job satisfaction and the growth.

Consider the first important stage for the company - this is the selection of personnel. At this stage, a whole range of approaches can be applied:

1. Aggressive headhunting - hunting for promising employees of competing companies.
2. HR-branding-forming an attractive image of the company.
3. Remote recruitment - hiring remote employees.
4. Using social networks to find employees.

Personnel services have grown mainly as a consequence of the outsourcing trend, using the flexibility and expertise provided by enterprises in this sector (for example, knowledge of the labour market and selection procedures) instead of trying to employ personnel directly.

On 27 June 2007, the European Commission proposed in a Communication the establishment of eight common principles of flexicurity, a policy approach that gains growing importance as an instrument that combines labour market flexibility with employment security and the need to respect workers rights and working conditions. This policy is a response to the challenges

posed by globalization, with the aim of making EU labour markets more flexible while providing employment security at the same time. In this framework, enterprises acting in personnel services are directly concerned.

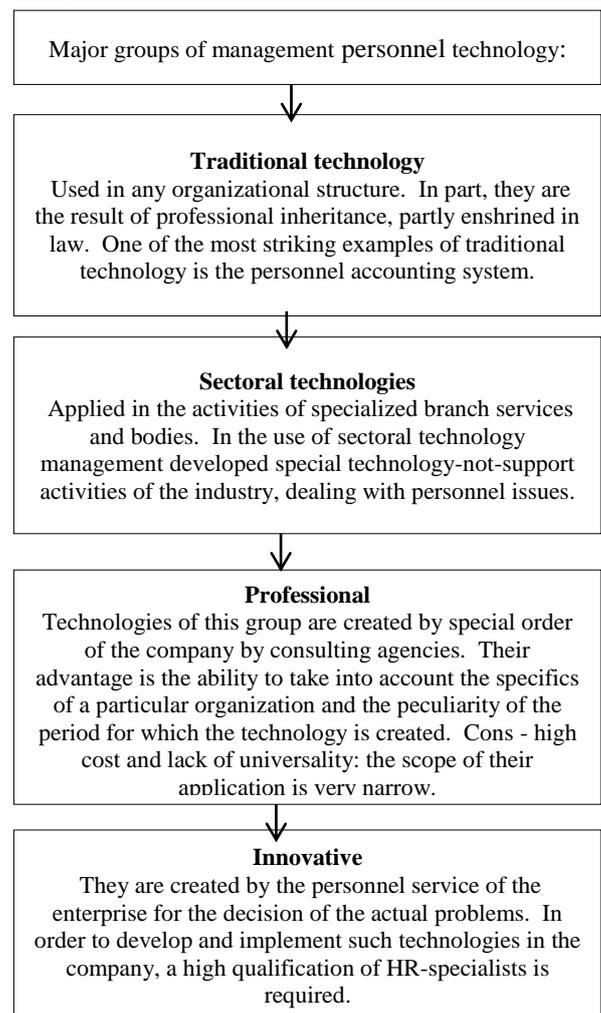


Fig. 1: - the basic groups of personnel management technologies

The next step is the adaptation staff. Adaptation is the process of entering new employees into the team and familiarizing them with the specifics of the work. Personnel services of the company should facilitate the rapid adaptation of new team members. The following methods are used for this:

1. Mentoring is help from an experienced employee.
2. Seminars and trainings on the development of communication skills, on the study of the of the enterprise specifics, behavior training technologies in stressful situations.
3. Special role-playing games designed to bring together the team and strengthen team spirit.
4. Introductory tours of the enterprise, acquaintance with colleagues, corporate culture.
5. Conversation of a new employee with a human resources manager, direct supervisor.

An important element in working with staff is motivation, which in turn is material and immaterial.

As usually both these types are used together. As a material motivation, a system of cash rewards (bonuses based on the performance and participation of employees in the distribution of the company's profits) can be applied. Intangible motivation is expressed in the form of increasing self-esteem, creating psychological comfort or forming an employee's pride in the work done. The system of non-material motivation was very developed in the era of socialism, when workers were given pennants and diplomas for excellent work.

The method of personnel assessment is necessary to obtain an objective view of the professional qualities of employees. The most popular methods for evaluating staff:

Certification - the procedure is set out in documents officially approved by the company. It is conducted one, two or three times a year in order to determine or confirm the category, the staff qualifications. Based on the results of the certification, the employee may be dismissed.

The Assessment Center is a modern evaluation method of; it provides the most complete and reliable information about the personal and business qualities of employees. This is the most complex implementation method; it is usually used only in large companies.

Testing, interviewing.

The method of expert assessments is to attract experts who, based on their own experience and knowledge, analyze the characteristics of employees and draw conclusions.

Business games. The method of evaluation by simulating the business activity of an employee in a particular difficult situation.

The choice of this or that technology and the method of administering the personnel development of should be based on an understanding of what resources the company has and what are the basic tasks facing the personnel service. Experts recommend using several technologies in practice to improve the personnel management efficiency. For example, the combination of traditional and innovative approaches in the sphere of recruitment helps to more accurately identify prospective candidates for the position, determine the leadership qualities of applicants.

The philosophy of personnel administration is, first of all, actions for meaningful administration of people in the organization. This representation of the process of management with the positions of the philosophical conceptual apparatus: its origin (genesis) essence, principles, goals, links with other sciences. And according to this solution of tasks on the administration of personnel from the point of view, the psychology of logic, sociology, ethics.

The personnel administration philosophy is an important part of the organization's philosophy. The basis of philosophy consists of a set of internally organizational principles, moral and administrative norms and rules for the personnel relationship, a system of values and beliefs subordinate to the global goal of the organization and it is perceived by all its employees. If the philosophy postulates of personnel management are observed, success and well-being in relationships are guaranteed and, as a consequence, effective development of the organization. It is proved if the philosophical attitudes are violated, conflict situations between the administration and employees may arise, the effectiveness of the organization's functioning decreases, and its image is lost.

For comparison, let's look at the basic postulates of the administration of personnel by the example of America, England and Japan.

Modern concepts of personnel administration are based on the increasing importance recognition of the employee's personality, on studying his motivations, the ability to correctly form them and adjust according to the strategic tasks facing the company.

Personnel administration is based on several important principles:

1. The principle of staff selection for business and personal qualities;
2. The continuity principle: the combination of experienced and young employees in the team;
3. The principle of official and professional promotion of employees based on the use of sound criteria for evaluating their performance and ensuring conditions for permanent career growth;
4. The open competition principle: a company that is interested in building human resources must encourage competitions between employees claiming leadership positions;
5. The principle of combining confidence in employees and checking the implementation of regulations;

6. The conformity principle - the job is entrusted must correspond to the capabilities and abilities of the performer.
7. The principle of automatic replacement of an absent employee, taking into account official job descriptions;
8. Advanced training principle;
9. Legal protection principle - all personnel management decisions should be made only on the basis of existing legal acts.

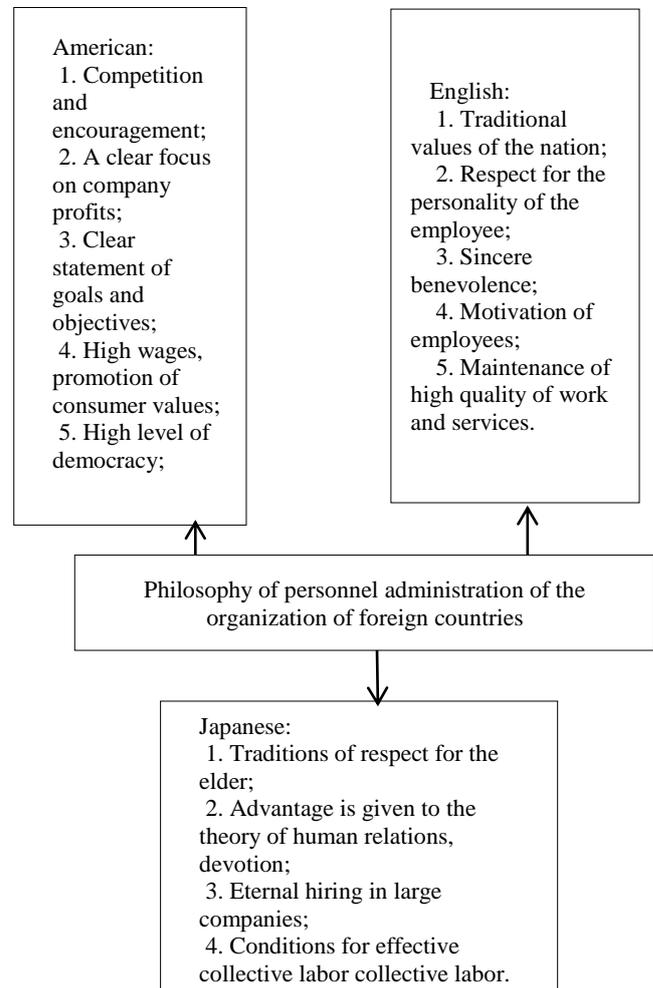


Fig. 2: Philosophy of administration of personnel of foreign countries

Personnel administration should be systemic in nature, that is, a coordinated approach to all areas of the formation and regulation of the company's staffing: recruitment, placement of executive personnel, training and professional development, selection and employment.

Ukraine, increasingly integrating into the world economic space, but the methods of doing business, management, and don't agree with the world standards and innovation of the tendencies. To date, most of transnational companies have accumulated a huge up-to-date organizational development: they have achieved success in management by enterprises, internationally integrated into the world and local flexibility of administration.

In their policies, TNCs take into account the interdependence of resources and functions of organizational units, use a set of effective mechanisms of their interaction, corporate support and an optimal management strategy on a global scale. The management of TNCs gets such interdependence among their divisions by distributing not only flows of material resources, finished products and capital, but also experience and knowledge. Success, which works abroad, significantly depends on the level of competence management competitive in units, the effective functioning of which ensures survival in the international arena.

Let's consider the basic principles of personnel administration example of an international multinational company Procter & Gamble.

The peculiarity of the Procter & Gamble talent management model is the availability of a detailed system of procedures and rules that regulate practically all steps, decisions and behavior of employees. The system is based on the principles and values shared by the absolute majority of the company's employees.

At the heart of human capital management in P & G there are effective systems that have been produced and processed for many years, and constantly conduct research on best practices and analyze information about competitors (especially in matters of salary levels and motivation systems). However, the main component of the administration system is the principles and values that affect all processes, rules and decisions in the company.

The very procedures and rules that regulate almost all steps, decisions and behavior of employees are described in detail in internal corporate documents and reflected in adaptation training. Such detail is the hallmark of the company's corporate culture, its characteristic feature, which attracts some, but repels others. The main difference between P & G and many other companies about actively proclaiming values is that the absolute majority of employees really shares them and fulfill them even after the completion of their career in the company.

As a competency model, P & G uses the so-called success drivers. They are based on the goals, values and principles of the company (PVP - purpose, values, principles), codified under the direction of the General Director Alan Lafley. Leaders of success are divided into 3 blocks (or three "forces"): the strength of the mind, the strength of people, the strength of speed and flexibility. Each block includes three competencies, which are described by several behavioral indicators, and the so-called destructor, that is, the area where competence is hypertrophied and acquires more destructive than creative power.

More than 90% of P & G employees start working in the company from the lowest stages of the career ladder and further develop within the organization. Thus, the internal recruitment service finds the majority of talents among graduates of universities, and in many countries where P & G staff are recruited, the company practices hiring employees after passing the candidates for a 12-week summer internship. This applies to graduates, bachelors, and MBA holders. However, if the former is recruited to the position of specialists, the latter participate in programs for the training of management.

Procter & Gamble is a recognized leader in building a successful talent management system and a "Leadership Academy." These two companies are united by the fact that the main component is a set of principles and values that are integrated into the management system and affect all processes, rules, decisions, is an important component of training and are shared by the absolute majority of employees. The company Procter & Gamble has a very strong employer brand and practices a career system of attraction: employees and leaders are primarily "grown up".

A distinctive feature of the management system is the rigid procedures and regulations that describe virtually all activities and decisions in the company. Often you can hear that outside the company, its employees are called "robot-like". Peter Drucker described the system as "a straitjacket for individual talent." However, in recent years, the company began shifting the focus from regulations and procedures to client-oriented; the result of these efforts can only be assessed after a while.

The basic principles of administration and topical technologies that are used in transnational companies should be applied and adopted by the enterprises of Ukraine to increase the enterprise efficiency, and subsequently maximize profits.

### 3. Conclusions of this study and prospects for further development.

Modern technologies of personnel administration have been studied. The personnel administration experience of transnational

company Procter & Gamble in the field of organizational development is considered; the specifics of work globalization with personnel are taken into account. It is proved that in the context of TNCs take into account the interdependence of resources and functions of the organizational units, using a set of effective integration mechanisms for their interaction, corporate support and an optimal management strategy.

It was determined the degree of influence of the driving forces caused by global trends on the of personnel management processes in Ukraine. It is proved that, firstly, the drivers are closely related, and changes in one of them entail replacing others; secondly, the identification of the driving forces affect the scope of the administration of personnel regardless of the to be of the company, the trade turnover of goods.

Administration of human resources is one of the most important directions in the organization activity and it is considered the main criterion for its economic success, even ahead of the improvement of the technical process (in importance). You can have excellent technology, but with unqualified staff, the work will be lost. Thus, the key component of the business is personnel administration and personnel management technology.

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