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## THE USE OF PERSONNEL CONTROLLING METHODOLOGICAL TOOLS AT THE ENTERPRISE

*It is systematized in the article existing scientific approaches to the concept of «personnel controlling». It is emphasized the components that allow to determine the personnel controlling provision condition and monitoring an organizational effect assessment in the sphere of personnel management. It was formulated the matrix, which allows to determine the personnel controlling condition at the enterprise, taking into account the range from low to high level.*

**Keywords:** *personnel controlling; methodology; research; personnel management; staff management; human resource management; technology; scientific approach.*

**Білявська Юлія, Беляєва Наталія.** *Застосування методичного інструментарію кадрового контролінгу на підприємстві.*

*У статті систематизовано існуючі наукові підходи до поняття кадрового контролінгу. Наголошено на складових, що дозволяють визначити стан забезпечення кадрового контролінгу та моніторинг оцінки організаційного ефекту в сфері управління персоналом підприємства. Також сформовано матрицю, яка дозволяє визначити стан кадрового контролінгу на підприємстві враховуючи діапазон від низького до високого рівня.*

**Ключові слова:** *кадровий контролінг; методика; дослідження; управління персоналом; управління людськими ресурсами; технологія; науковий підхід.*

**Relevance of research topic.** Under modern conditions of the enterprise functioning and development, an important role belongs to controlling as one of the management elements which is based on the implementation of specific functions of management tools.

The problem of the personnel formation and its rational use in any sphere of economic activity is always relevant. In particular, personnel are the main link in the enterprises production process, and controlling of their activity is one of the most important functions of its effective functioning. Experienced, highly qualified employees, who fully meet the necessary requirements, goals and objectives of the organization, are a significant competitive advantage among other enterprises and a key to successful, effective activity both in the work regime and in the event of various organizational changes. However, today there still exist some disadvantages in the implementation of clear procedures regarding the personnel controlling methodical tools at the enterprise, which determined the need in this research.

**Formulation of the problem.** Modern, extremely challenging and tense economic and political situation requires from enterprises, engaged in even more severe conditions of competition, more serious and responsible approach to the selection of personnel controlling methods with the optimal level of expenses for each individual enterprise. Personnel controlling is relatively new management technology, which is aimed at supporting, substantiating and enhancing efficiency of managerial decisions in the personnel management area, and ensuring the goals achievement, flexibility and adaptability of the personnel management system.

However, as practice shows, only a few tools of personnel controlling are used at enterprises, as it is absent the only one unique approach to organizing and implementation of personnel controlling, which is gain to provide the systematical and effective use of this concept in the practical activity.

*The research objective.* The purpose of this research is to study the existing methodical tools of personnel controlling at the enterprise. In order to achieve this goal, in the course of scientific research, the following tasks were carried out and solved: to consider the theoretical approaches to the concept «personnel controlling»; to formulate control sheets of the personnel controlling provision monitoring and an organizational effect assessment monitoring in the enterprise personnel management sphere; to develop the matrix of determining the personnel controlling condition at the enterprise.

**Analysis of recent researches and publications.** The research of the content, essence and features of personnel controlling, in particular of its methodological approaches, is presented in the works of European, mainly German, as well as domestic experts in the sphere of controlling, personnel management and strategic management: L. Balabanova, Yu. Veber, O. Gasylo, S. Yevseyeva, V. Yeronin, S. Kovalyov, R. Marra, A. Mykhailova, T. Nikonov, G. Panchenko, I. Petenko, A. Polozova, L. Sukhareva, I. Simenko, S. Falko, I. Filippova, D. Khan, J. Hoffman, P. Schlender.

*Uninvestigated parts of general matters defining.* In the existing researches considerable attention is paid to the study of the essence, consideration of basic functions and principles, goals and objectives, characterization of the strategic and

operational personnel controlling, to the problems of information and methodical provision of personnel controlling. Despite a significant number of works in the field of the personnel controlling study, the issue of the control methodical tools use in the personnel management system of the enterprise still remains largely uninvestigated.

**Presenting main material.** Personnel management system does not always facilitate the effective business activity of the enterprise. The reasons may lie in the following: there exist an inadequate level of trust between the employees and the top-management, the employees demonstrate no desire to take responsibility, to exercise initiative, adhering to a passive, expectant position.

However, personnel controlling can be an effective tool, which provides the personnel focusing on a high level of productivity and performance.

The theoretical aspects of personnel controlling are represented in the works of Mykhailova, A. (2006). In her opinion, this is a «system of informational-analytical and methodical support for the managerial decisions adoption in the personnel management system in order to enhance the organization effectiveness» [4, p. 29].

In their turn, Betanova, I. and Myshchenko, A. (2015) define personnel controlling as «the system of employees compliance to all the norms and rules of the company» [3, p. 4]. The personnel controlling broadly serves to determine the necessity of the cost on the employees in accordance with their activities' outturn.

The point of view of Panchenko, G. (2008) is also worth attention; he author understands the personnel controlling as «the formation and use of human resources oriented towards the achievement of the management subject objectives in the system of planning, coordination, analysis and information provision of formation and use of the human recourses» [5, p. 36].

It should also be noted that the majority of authors identify such notions as «personnel controlling», «staff controlling», «human recourse controlling», although the notions of «personnel», «staff» and «human recourse» are not identical.

Balabanova, L. and Stelmashenko, O. (2010) substantiated the necessity of improving the definition of such a category as «personnel», since they discovered that the majority of authors in their works emphasize the fact that the term «personnel» refers only to permanent employees of the enterprise who are included into the main staff and have a necessary level of qualification. Thus, in their opinion, the personnel should be defined as a whole complex of all the employees of the enterprise, which are engaged in performing certain duties [2, p. 13].

According to Yeronin, V. (2016), the main purpose of personnel controlling is a systematic orientation on the effective personnel management in market conditions [1, p. 20].

According to Panchenko, G. (2008), the main purpose of the personnel controlling system is a coordination of human resources management process at the enterprise and informational support of managerial decisions in the personnel management sphere to enhance their quality [5, p. 56].

The majority of the mentioned conceptions of controlling presuppose the presence of total control over the work of the operating departments and their personnel. Such researchers as Popchenko, O. and Yermakova, N. (2006) point out that the traditional model of control of the enterprise personnel, when managers and controllers «totally» controlled the work of the personnel, become obsolete. Therefore, from an economic point of view, for controlling activity such a rule is true: the external control over the controller's participation should be exercised if necessary, the personnel managers' self-control should be exercised wherever possible. The technologies of indirect influence on the employees' labor behavior of the organization lead to the fact that, as a result of the increasing labor productivity and personnel work satisfaction, the expenditure on human resources is reduced. That's what creates a social base of the business economic efficiency [6, p. 56].

Consequently, the main purpose of personnel controlling should be considered as informational and analytical support for the adoption of effective managerial decisions in the sphere of personnel management, aimed at optimal use and increase of available potential to ensure the achievement of the enterprise's objectives. So, the question arises of the necessity of methodical tools of personnel controlling at the enterprise. The analysis and staff management parameters evaluation should be done with the help of control sheets of monitoring of personnel controlling provision (Table 1) and the monitoring of the organizational effect assessment in the personnel management area of the enterprise (Table 2). For each of the proposed indicators, the graded evaluation is exercised, where «3» means that the work is conducted in a full volume and meets the documentation requirements; «2» means that the work is carried out not in a full extent, there are certain remarks (which are added in the control sheet); «1» means that the work is conducted in a minimal volume; and «0» means that the work is not conducted at all.

*Table 1*

### **Monitoring of the condition of personnel controlling provision**

No	Indexes	Criteria of importance, $P_j$	Score, $T_j$ , points*	Factor weight, $\lambda_j$
1	Completeness and quality implementation process state of personnel controlling information provision (Sip)	0,25		
2	Completeness and quality implementation process state of personnel controlling methodical provision (Smp)	0,20		
3	Completeness and quality implementation process state of personnel controlling resource provision (Srp)	0,15		

№	Indexes	Criteria of importance, $P_j$	Score, $T_j$ , points*	Factorweight, $\lambda_j$
4	Completeness and quality implementation process state of personnel controlling technical support (Stp)	0,20		
5	Completeness, effectiveness and quality implementation process state of personnel controlling organizational provision (Sop)	0,20		
State of the personnel controlling provision				$\Sigma$

*Source: developed by the authors*

For the purpose of the information gathering and aggregation for the organizational effect evaluation, experts primarily choose dominant influence factors. Their influence investigation on personnel controlling gives an opportunity to make a conclusion about the feasibility of grouping them in order to receive a fuller identification of available reserves of economic growth. This grouping can be formalized as a single matrix.

*Table 2*

### **Monitoring of the organizational effect assessment in the sphere of personnel management of the enterprise**

№	Indices	Criteria of importance, $P_j$	Score, $T_j$ , points*	Factor weight, $\lambda_j$
1	Level of the personnel communicability (Lcom)	0,15		
2	Conflict level in the collective (Lconf)	0,20		
3	Level of safety discipline (Lsd)	0,25		
4	Level of labor discipline (Lld)	0,20		
5	Level of executive discipline (Led)	0,20		
Organizational effect in the personnel management sphere				$\Sigma$

*Source: developed by the authors*

As a result, we offer our own matrix of defining the personnel provision level at the enterprise. Similar to all other classic models of strategic planning, the matrix represents a two-dimensional table, where the X-axis shows the monitoring of the personnel controlling provision state (Sprov), and the Y-axis Y presents the monitoring of the organizational effect assessment in the personnel management

sphere (Lef). We propose to evaluate these criteria by means of calculation of  $Sprov$ . (1) and Lef. (2):

$$Sprov = 0,25 \cdot Sip + 0,20 \cdot Smp + 0,15 \cdot Srp + 0,20 \cdot Stp + 0,20 \cdot Sop, \quad (1)$$

where  $Sprov$  – means the state of the personnelcontrolling provision;

$Sip$  – means the completeness and quality implementation process state of personnel controlling information provision;

$Smp$  – means the completeness and quality implementation process state of personnel controlling methodical provision;

$Srp$  – means the completeness and quality implementation process state of personnel controllingresource provision;

$Stp$  – means the completeness and quality implementation process state of personnel controlling technical support;

$Sop$  – means the completeness, effectiveness and quality implementation process state of personnel controlling organizational provision.

0,25; 0,20; 0,15; 0,20; 0,20 –corresponding coefficients of indices importance.

$$Lef = 0,15 \cdot Lcom + 0,20 \cdot Lconf + 0,25 \cdot Lsaf + 0,20 \cdot Lld + 0,20 \cdot Led, \quad (2)$$

where  $Lef$  – means an organizational effect in the personnel management sphere;

$Lcom$  – level of the personnel communicability;

$Lconf$  – conflict level in the collective;

$Lsd$  – level of safety discipline;

$Lld$  – the level of labour discipline;

$Led$  – human recourses management at the enterprise.

0,25; 0,20; 0,15; 0,20; 0,20 –corresponding coefficients of indices importance.

Therefore, personnel controlling should be considered as a management technology, which is aimed at supporting, substantiating and enhancing management decisions effectiveness in the personnel management sphere, and ensuring the achievement of the enterprise's targets, flexibility and adaptability of the personnel management system.

An active personnel controlling system will facilitate the improvement of planning, information and analytical support approaches, as well as the control over basic processes of personnel management.

To implement the probability estimate of the support and development of strong sides and liquidation of weak ones in the personnel management, it is reasonable to use the results of indicators calculations of the probability estimate of the support and development of strong sides and liquidation of weak ones (Fig. 1).

Criteria			
Monitoring of the organizational effect assessment in the sphere of personnel management of the enterprise	Monitoring of the state of personnel controlling provision		
	Absence (0-1,5 points)	Shortage (1,5-2,5 points)	Presence (2,53 points)
Absence (0-1,5 points)	Personnel controlling is absent, there are no attempts of its arranging		Personnel controlling is present, while the organizational effect of personnel management is absent
Shortage (1,5-2,5 points)	Low level of personnel controlling provision, sufficient possibilities of personnel management	Medium level of personnel controlling at the enterprise	
Presence (2,53 points)	High level of the personnel management system while the level of personnel staff controlling is low or practically absent	The level of personnel control is sufficient	The ideal state of personnel controlling

Figure 1. Matrix of defining the personnel controlling state at the enterprise

Source: developed by the authors

In modern functioning conditions, the majority of national enterprises face problems of ensuring the resources effective use, the main of which nowadays being their personnel. To ensure personnel management effectiveness and to facilitate the flexibility and adaptability of the personnel management system, personnel controlling is used, as it provides support, study and increase of managerial decisions effectiveness in the sphere of personnel management, achievement of enterprises' objectives, planning approaches improvement, information and analytical provision and control as to the personnel management main processes.

**Conclusion.** To sum up, we note that due to the use of personnel controlling tools, the indicators control takes place which characterize the effectiveness of the personnel management process, which, in its turn, determines the situation as to the personnel management, which is characteristic of the given enterprise. A more important task being solved in the control stage in the personnel controlling process, is the forecasting of the situation development and stating the need in making corrections in the goals or procedures regarding the personnel management, using the results of the assessment of the degree of the personnel management objectives achievement, the assessment of the personnel management effectiveness and determination of the deviations of the actual values of the indicators under control from the planned ones, as well as the factors which caused their occurrence.

The development of methodical tools of personnel controlling will allow identifying and using the reserves of upgrading the personnel management system; improving the personnel management process of the company, and also ensuring the balance of the enterprise personnel management system.

Thus, the practical use of the proposed methodical tools of personnel controlling at enterprises will provide the following: determination of the priority direction of the work in the field of personnel management; informational support and substantiation of managerial decisions in the sphere of personnel management; support of the planning processes, analysis, monitoring and control in the personnel management sphere; enhancement of the personnel management effectiveness on the basis of the use of its upgrading reserves.

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