

# WAYS TO EVALUATE THE RESULTS OF THE ORGANIZATION'S EMPLOYEES AND INCREASE THEIR PRODUCTIVITY IN THE CONDITIONS OF THE MARKET ECONOMY

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## Abstract

The performance of the HR process needs to be assessed to improve the effectiveness of organizations. Approaches to determining indicators of economic and social efficiency of an organization's personnel are considered. Tools for determining personnel activities are presented. The characteristics of these tools are given and their use is considered within the framework of studying the effectiveness of the organization's personnel management process.

**Keywords:** effect, efficiency, process, organization, personnel management, assessment tools.

## Introduction

In recent years, there has increasingly been a need for a comprehensive study of methodological tools for determining the effectiveness of the personnel management process in general, as well as the development and certification of management personnel, in particular, based on the use of quantitative indicators.

In work [2], the authors defined efficiency as a characteristic of the course of a particular process and expresses "its economic, social, environmental and other effectiveness or the degree of achievement of the set goal." As can be seen from this definition, the category "efficiency" can be formed from the content of the "goal" of a particular process.

## MATERIALS AND METHODS

The essence of efficiency as an economic category, in our opinion, is most accurately defined by the author [1] as "the expression of production relations between participants in production regarding the creation of its result with minimal costs of living and past labor."

Since the personnel management process has not only an economic, but also a social aspect, let's consider "efficiency" as a social category. As the author of the work [3] notes, "social production efficiency characterizes the degree of satisfaction of the established (identified) needs of society through the production and sale of various goods and services."

## RESULTS AND DISCUSSION

According to I.A. Nikitina, the effectiveness of personnel management is expressed on the basis of a set of criteria for the success of the organization as a whole (industry, region, cluster). It is proposed to define the category of efficiency to a new level due to the understanding that “the personnel management system of an organization that is competitive in terms of products (services), the organization itself and work in it is recognized as effective” [5].

However, the approach to assessing the personnel management process through the effectiveness of the organization's management system as a whole most clearly expresses its **economic efficiency**. However, this opinion does not draw a line between the effectiveness of the personnel management process (system) and the effectiveness of other processes (systems) within the framework of the management system [3]. Obviously, this approach does not allow measuring the level of social efficiency of the personnel management process.

In the same work, “**socio-economic efficiency** is considered to consist of two components: “economic efficiency, which characterizes the achievement of the organization's goals through the use of personnel based on the principle of economical use of available resources, and social efficiency, which characterizes the degree of satisfaction of expectations needs and interests of employees” [4].

“Economic efficiency in the field of personnel management means achieving the goals of the organization (production of goods and provision of services) through the use of employees on the principle of economical expenditure of limited funds...

Social efficiency is realized in the form of fulfilling the expectations, needs and interests of employees.”

The annual economic effect is calculated by multiplying the annual volume of production by the amount of change in the cost of production, minus the costs of implementing measures.

Particular indicators include: reduction in labor intensity of products, standard hours; relative savings (release) in the number of workers, people; savings in working time due to reduction in losses and unproductive time, man-hours; increase in production volume, %; savings from reducing production costs, rub.; savings due to a reduction in occupational morbidity and work-related injuries, rub.; savings from cost reduction on semi-fixed costs, rub.; savings from a reduction in specific capital investments as a result of better use of equipment, %.

The nature and content of the cost structure and resources used in personnel management should take into account all costs and resources spent by the organization on personnel. According to the authors of works [3, 30], in general, the structure of personnel costs can be represented as follows:

The main personnel costs are wage costs; payments to various social insurance funds, vacation pay and sick leave payments, etc.; voluntary additional expenses for personnel - social services of the organization and expenses for training and advanced training of employees.

**The social effect** of the personnel management process within the framework of the SMS should express the degree of satisfaction of the needs of the personnel in the process of activity.

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The needs of personnel in general can be reduced to three types of needs: existence, relationships, growth. Consequently, in determining the social effect of personnel management, the degree of satisfaction of these types of employee needs should be taken into account.

The operational effect should express the essence of the effectiveness of the organization's personnel management process.

When determining the operational effect, the degree of readiness of the personnel management process to achieve a certain level of labor productivity must be taken into account, i.e. competence – readiness to perform professional tasks in accordance with job responsibilities. In this case, the expression of operational efficiency can be the integral result of the functioning of the organization's personnel management process, which can be taken as the socio-economic efficiency of personnel activities.

## **CONCLUSION**

Thus, in order to determine the effectiveness of the management system in general and the personnel management process, in particular, it is necessary to have a clear understanding of the main results and effect of all types of activities of a particular system, as well as take into account all possible directions of efficiency of the organization's activities.

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