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TRENDS RESEARCH AND ANALYSIS OF PERSONNEL AUDIT

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The article deals with the reasoned opinion about relevance and demand for HR audit at the present stage of economic development. Approaches areas of research and analysis personnel audit in the enterprise are analyzed.

Keywords: *personnel, personnel management, personnel policy, human resources audit, assessment (diagnosis) of the personnel.*

Formulation of the problem. Improving the efficiency of the organization is largely determined by management, dependent from clear structure of the company and activity of all its elements towards the selected mission and purpose. The need to improve system of management at the present stage is determined by different factors. It is on optimization the number of management personnel, there functions; implementation of automated management systems and creation systems development decision. In modern conditions the success of the enterprise is determined, above all, the rational organization of production, cost reduction, effective action to control internal and external factors. Need further improvement of management activity, so researchers and practitioners turning to new technology companies identify problems, such as the personnel audit.

Analysis of recent research and publications. Question of personnel audit reflected in the work of scientists: A. Kibanov, O. Mitrofanova, J. Odegov, G. Nazarova, T. Nikonova, R. Kolosova, S. Samyhina.

Conducting of personnel audits allows more and objectively evaluates the company activities in the organization of the labor process, regulation of labor

relations. On the basis of the results can be directly identified the way to improve the company activity. Personnel audit verify that employment potential is fully and effectively. It is indisputable that the decision of this complex issue presents theoretical and practical interest.

Despite the large number of scientific works in the field of HR audit, a lot of questions are remaining poorly understood: audit methodology standardization, improvement and development of personnel audit performance, the selection of areas research and analysis personnel audit.

The purpose of the article. The aim of article is improvement theoretical and practical recommendations for the allocation of areas research and analysis personnel audit in the enterprise.

The main material research. Management of human capital, which serves as the organization's personnel, is no less difficult task than financial management, materials management, inventory or sales of finished products. However, managers of many companies HR function is often seen as a routine work associated only with the correct personnel registration document. The main indicator of the relationship – the low status of personnel departments in many enterprises and insufficient attention to personnel issues by senior management.

Today the most progressive business leaders find time and opportunity to think about the organization system and management processes in enterprises headed by them and do them better. In particular, many executives interest in assessment (diagnosis) the effectiveness of personnel company management that is rightly perceived as the most significant factor of success.

Personnel audit – assessment capacity of the structural and human company resource to its objectives and development strategy to prepare for the adoption strategic decisions about business development, program development reform organizations and others.

Personnel audit – a combination the methods of quantitative and qualitative assessment personnel as a whole and its individual parameters; HR audit aim – to identify weaknesses and strengths of the team, its trends and the possible behavior in an environment that has changed.

The object of HR audit is personnel, principles of its work, the system of personnel management and results.

The main objectives of personnel audit are diagnosis (assessment) problems in the field of personnel management company; ensuring compliance with the required results, volume and trends of the ongoing efforts of personnel management system by internal and external situational conditions; ensuring compliance strategy and policy HR strategic objectives of the company; forming effective, situational conditions that meet the system management personnel to ensure the effectiveness of their application.

The implementation of HR audit can be represented as a simple closed-loop model (Fig. 1).

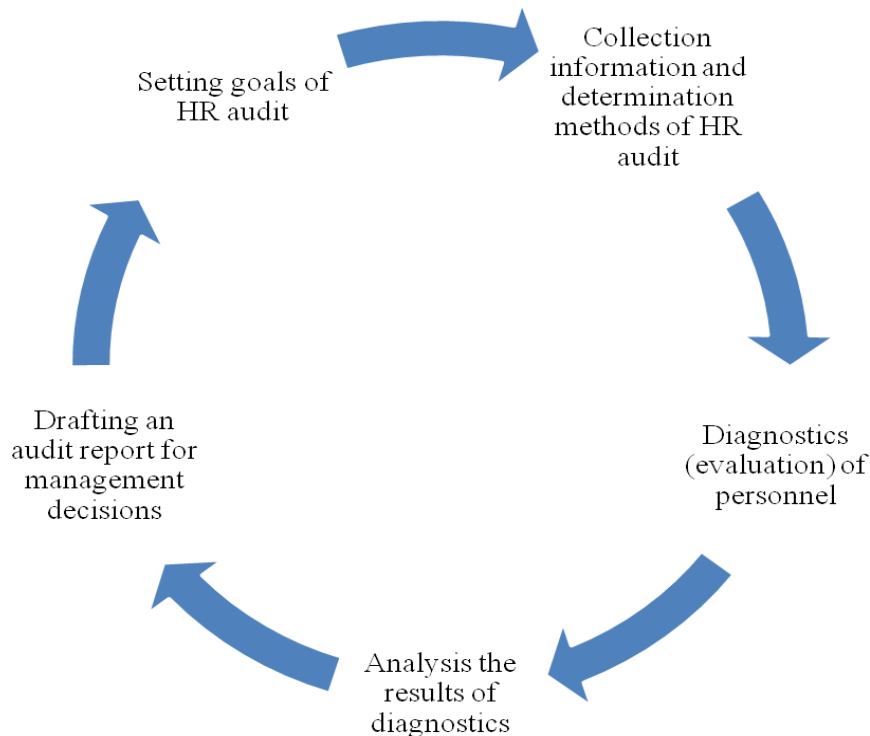


Fig. 1. Process of realization the personnel audit

Source: own research

According to recent research Ukraine is a number of countries which use personnel very low that is not exceed 25% from intellectual potential [6]. The difference between that what the employee knows and is able, and the fact that he uses here is very high. What is the potential hidden in our personnel? What are the characteristics of this resource needs to correction and development? For these and many other questions the answer is providing by results of the personnel audit. Name it the most common areas of research and analysis:

1. Analysis of labor market experts in the sector.

This analysis will help to compare the wages performed duties, normative of loading and other indicators. Comparison with other companies is necessary for making informed decisions about attracting new personnel, changing the system of remuneration and incentives, more objective performance evaluation.

2. Analysis company personnel policy.

Personnel policy of company – it is an internal document in which the system is formulated systems of aim, principles and coming out of these forms, methods and criteria of personnel.

Analyzing the personnel policy of the company, the auditors consider its compliance with official goals and overall objective of enterprise, development assess whether this document is formal.

By auditing recruitment processes, in addition to general estimates of human resources experts, is estimated as follows (table 1).

Table 1. Auditing recruitment processes.

Object of the audit	Actions auditor
1. Personnel planning	Evaluated: – Availability planning staffing needs according to the development prospects of the enterprise (organization); – A program of training; availability of calculating methods the required number of personnel on the categories of employees, their efficiency and validity; - Work with personnel reserve.
2. Recruitment	Evaluated: - Ways of recruiting, spreading information about the personnel needs, effectiveness dial (financial and qualitative); the ratio of candidates for the position and hired employees; – Availability of prospective candidates list for employment; – The existence of contracts with employment agencies, educational institutions
3. Selection of personnel	Evaluated technology and performance selection
4. Development of the incentives and motivation system	– Analyze the structure of work payment, the share premium pay, availability of schemes that personify the payment, according to the effectiveness of activities; – Estimated compliance developed principles salary and benefits structure conditions in the labor market, productivity and profitability of the enterprise (organization); – Estimated motivation system, its effectiveness, social programs
5. Adaptation of personnel	Evaluated the effectiveness of the procedures used adaptation (number of employees laid off for six months, one year, conflicts in units employing "newcomers" problems arising during adaptation)
6. Training	Evaluated the system of training, retraining, training employees in terms of cost, number of previous exercises, the actual results of the previous exercises.
7. Assessment of employment and use of personnel	Evaluated adequacy of the methods and indicators of assessment, certification and decisions adopted by results.
8. Moving staff	Evaluated: – Principles and schemes of human displacement; – Career planning programs; – Work with personnel reserve; – Availability of voluntary laid off programs.
9. Rights and information services	Evaluated: -Legislation in labor; -Informing personnel about the changes

Source: own research

3. Evaluation of the management personnel systems.

It is important that work with the personnel should be systemic. At the same time research the systematic work with personnel show that in many cases there is no system as such. The full staff of personnel departments performed the function of HR administration. That documentation work of performed hiring, dismissal of employees, accounting personnel, conducting personal affairs, issuing the certificates, documents required for pensions and others. Only partially implemented functions of search and selection the necessities personnel for company, planning forms, methods and timing of additional training management. In practice, researching companies not using the planning functions of needs the personnel, business evaluation, adaptability of workers and career planning. By the auditing structures and management systems is estimated as follows (table 2).

Table 2. Auditing structures and management systems of personnel.

Object of the audit	Actions auditor
1. The mission, goals, business strategy	Evaluated presence and consistency of mission, aims, strategies and current tasks of the enterprise
2. The life cycle of the organization	Determine the current stage of the cycle
3. The corporate culture	Evaluated fundamental values and standards, beliefs, ethics
4. The organizational structure	Determined absence (presence) fragmented, overlapping functions, matching the organizational structure of the management structure
5. The predominant (traditionally accepted) type solutions	Manufactured attributing superior solutions to one of the following types: 1) objective and free from personal determination; 2) proactive or reactive; 3) situational or strategic; 4) enhancing to carry out the functioning (optimization of existing processes) or development (search for new ways, including new mechanisms of action, technology); 5) focus on tasks or relationships
6. The adequacy of the organizational structure for the present situation	Determine the presence (absence) of these organizational pathologies: rule structure over function; bureaucratization (appears this structure or function, activity of which is not regulated by the requirements of technology and corporate culture, and is subject to individual preferences and goals of employees working in it); stagnation; duplication of organization order.
8. Characteristics of management system	Determine the presence of formalized management system and analyzed its characteristics

Source: own research

4. Evaluation of quality basic documents, which regulate the work of personnel management.

Regulation is a key to the organization management. It provides an opportunity to streamline the authority and responsibility of employees, define their rights and obligations. It is a powerful tool for performing control. However, in practice, frequent disregard for documents regulating the work of personnel management. They are perceived as bureaucratic redundancy. For example, "beautiful" regulations for the composite unit contains a lot newfangled terms, lists all that according to the theory department should do. However, upon closer examination it appears that this document has nothing to do with reality, since it listed in the jobs nobody performs. Employees involved too important and necessary, but other things. Obviously, in this case the regulation for the unit, even when approved by the director of the company, not a management tool because it cannot regulate the activity of the department or employee relations.

5. Evaluation the indicators which characterizing personnel management.

In case of these indicators can be seen turnover, productivity, number of violations labor discipline, evaluation complexity feasibility work, evaluating the results of labor and others.

6. Analysis professional qualifications characteristics of the personnel.

This assessment of staffing companies. If the task is more qualitative assessment of personnel, it is obvious that there cannot be limited to one personnel statistics. Particular attention should be paid to qualitative characteristics of personnel (table 3).

Table 3. Auditing qualifications characteristics of the personnel.

Object of the audit	Actions auditor
1. Professionalism	Evaluated the level of education, qualifications, matching education to the position, the quality of work
2. Professional and emotional potential worker	Estimated the ability of the employee to take unconventional, innovative solutions and ability for professional growth
3. Personnel possibility for analyze	Evaluated the nature of the decisions and developed materials, the ability to analyze the internal and external environment of the enterprise
4. The ability of the employee to perform representative functions	Evaluated the ability of presentation materials and attract positive attention to the illuminated issues and speaking skills, language culture, vocabulary
5. Initiative and diligence	Evaluated focus on exceeding the objectives that were set for them, the ability always do more than what was established by leader
6. The ability to self-employment	Evaluated the ability to self-assembly the operational plan of action on behalf objectives
7. The worker ability for the group work and administrative activity and role in the group	Evaluated leadership, collegiality, communication, conflict, role in the group

Source: own research

7. Evaluation of moral and psychological climate in organization and analysis of social interaction.

It is important that measure of personnel commitment for company and satisfaction of its enterprise employees work at the company were high.

By the evaluating of personnel management in case of social interaction can be considered inside company communication, the level of inside company and value-orientation unity of the labor collective, motivational climate and other factors.

The effectiveness audit can act to purely economic, socio-economic, socio-psychological forms or represent their complex that most realistically. This efficiency can be direct or indirect, with clearly defined time or not. The most obvious benefits of conducting personnel audit then, when they are translated into the language of real monetary benefits for the organization. Analysis of "expenses-benefit" – is analysis of costs by function in cash compared to cash costs, such as production increasing, reduced downtime and others. For example, the overall effectiveness of programs for diversion or reduction of turnover in the enterprise can be calculated ratio results (economy from reduced turnover) and costs (meaning human resources). This economy by reducing stress include direct costs, directly to an employee (interview, documents and so on). The cost of hiring new employees, the cost of their education, and indirect costs, lower productivity of the employee in the period before release, moral behaviors situation in the team, increasing the excess load for an other employees in case with the formation of vacancy.

HR audit can be used for turnover in the team. The organization will be competitive if it conducts periodic rearrangement of personnel. Audit helps managers discover hidden strengths and weaknesses of employees, find differentiate between real and desired or expected working conditions and payment. Thus, the test is scientifically sound stimulus of personnel changes.

Conclusion. During the HR audit can be collected, summarized and analyzed the information, that cannot be obtained in the course of organization current system: 1) full information about its human resources, based on which will build long-term development plans; 2) proposals for optimizing the allocation of responsibility areas and functional responsibilities between departments and employees; 3) scheme through the procedures of personnel management; 4) labor market experts in the sector.

Sometimes can be shown very unexpected and interesting results. Sometimes they pleased, sometimes frustrating managers, but in any case this information can and should be used in the interests of the company.

HR audit allows the company to increase profitability by identifying the organization reserves of social and labor relations.

Further research and practical development prospects in a possible research topic areas:

- The improvement and development of audit performance and methods of assessing the effectiveness of personnel management;
- Automation system indicators and methods of assessing the effectiveness of personnel management.

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НАПРЯМИ ДОСЛІДЖЕНЬ ТА АНАЛІЗУ КАДРОВОГО АУДИТУ

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В статті зроблено обґрунтований висновок про актуальність та затребуваність кадрового аудиту на сучасному етапі розвитку економіки. Проаналізовано підходи до виділення напрямів досліджень та аналізу кадрового аудиту на підприємстві.

***Ключові слова:** персонал, управління персоналом, кадрова політика, кадровий аудит, оцінка(діагностика) персоналу.*

НАПРАВЛЕНИЯ ИССЛЕДОВАНИЙ И АНАЛИЗА КАДРОВОГО АУДИТА

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В статье сделан обоснованный вывод об актуальности и востребованности кадрового аудита на современном этапе развития экономики. Проанализированы подходы к выделению направлений исследований и анализа кадрового аудита на предприятии.

***Ключевые слова:** персонал, управление персоналом, кадровая политика, кадровый аудит, оценка (диагностика) персонала.*