

HUMAN RESOURCE MANAGEMENT IN THE FIELD OF STATE SERVICE IN UKRAINE IN THE CONTEXT OF ITS REFORM AND MODERNIZATION UNDER EUROPEAN STANDARDS

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Abstract: The article aims to consider the main elements of human resource management of modern European and world standards, the need for and ways to implement human resource management principles in the context of the general personnel management system of the State Service of Ukraine. The effectiveness of the functioning of structures in the field of civil service depends on human resources, with labor resources often accounting for the largest part of the costs. Measuring real return on investment becomes tricky. The situation changed after the development of the first international standard for measuring human capital. Effective human resources strategies can have a positive impact on the performance of organizations.

Keywords: European standards, Human resource management, Modernization, Public administration, State Service of Ukraine.

1 Introduction

Since independence, Ukraine has been building a modern state. Unfortunately, progress on this path is far from the desired one. The modernization of vocational training systems for civil servants and executive officials is one of the main directions of reforming public administration. In the context of crisis, recessions should be considered the primary indicator of socio-economic reforms' effectiveness [7].

The European Union directive, "The Global Concept for Certification and Control formulates a uniform quality policy for all EU states. It provides for the implementation of accreditation and certification procedures for enterprises or organizations based on harmonized norms and rules and based on the application of quality management systems that meet ISO standards' requirements, Series 9000. ISO 9000 certification is a passport to the international market and an effective means to improve an organization's efficiency [29].

In the new edition of the international standards ISO 9000: 2000, an enterprise's competitiveness is assessed from the standpoint of realizing the intellectual potential of each working person. The development of such standards was made by England, where the "Investor in People Standard" standards were developed.

Human resource management in a TQM environment is based on strict regulation of specialists' activities and the distribution of their powers; the ability of a specialist to independently analyze and change the process. Also, the need to create such an organizational structure is initiated, which can provide the team: search for the sources of emerging problems and reduce useless expenses, and also helps to eliminate confusion with responsibility, to detect the lack of necessary functional connections [48].

2 Literature Review

An analysis of the professional development of the personnel of authorities in Ukraine and the study of world experience clearly highlights a number of problems that affect the institutional development of the personnel management system and the State Service of Ukraine. As Ulrich and Lake [8, 12, 51] have noted,

"HRM can be a source of organizational capacity to enable an organization to learn and pursue new opportunities."

Armstrong [11] sees the main goals of human resource management:

- Acquisition and retention of the necessary qualified and motivated personnel;
- Creating opportunities for training and development of personnel, namely their internal abilities, in order to increase their contribution and improve their status in the labor market;
- Design, implementation, and development of the most effective work systems with clearly structured processes for selection, recruitment, and assessment of contributions;
- Implementation of a practice, the main principles of which will be the recognition by managers of the value of existing employees and the stimulation of the development of mutual trust and cooperation;
- Creating and maintaining a climate conducive to the development of partnerships between managers and their subordinates;
- Improving the conditions for teamwork and ensuring the flexibility of processes;
- Assisting the organization in developing and implementing a universal approach to meeting the parties' needs for an employment relationship.

According to the basics of strategic management, researchers distinguish the human resource cycle, which consists of the following typical processes or functions performed by any organization, namely:

- Selection – the search for the necessary human resources to perform the required type of work [11, 13].
- Evaluation – performance management [11, 14].
- Remuneration is a management tool that is used to improve the efficiency of the organization [11, 16].
- Formation of highly effective employees [11, 20].

Many specialists in the field of personnel management have concluded that the problems of traditional personnel management will be solved if there is full awareness of senior managers about the desired degree of employee involvement in the organizational process, the required conditions for their training and development, the principles and methods of HRM that can contribute to the achievement of these goals [28, 33, 52].

Against this background, the Harvard model of human resource management was proposed, which over time has been supplemented and improved by many specialists in the field of personnel management. So, Sisson [50] identified four main features that are increasingly associated with human resource management:

1. The importance of the consistency of the principles of personnel policy both among themselves and with business planning, in general, is emphasized.
2. The work of functional managers is not identified with the responsibilities of personnel management.
3. The focus is shifting to the area of relations between managers and workers instead of relations between managers and trade unions; that is, a transition is made from collectivism to individualism.
4. The significance of the manifestation of initiative on the part of the personnel is increasing simultaneously with the development of new roles of "assistant", "insprier", and "driving force" by managers.

Although these features, in this case, take place in an organization where the ultimate goal is to obtain the final result in business (profit), the likelihood of their application is quite

high, and the expected result during implementation will be nothing but positive, provided that the final result is the fulfillment of government tasks, and managers – heads of subdivisions of lower and middle ones [1-6, 9, 10, 23, 26].

3 Materials and Methods

The concept of human resources management emphasizes the importance of adherence to the company's purpose and values. This is a "commitment-oriented" model. Human resource management is based on the awareness of the need for strategic alignment – the integration of HR and organizational strategy. Based on this, it is possible to single out the human resource management system's main functions, performed by both line managers and specialists in human resources in the organization [11, 25].

Organization:

Organizational design is a process that, providing the required functions are performed, promotes integration and cooperation, which, in turn, allows an organization to respond flexibly to changes and develop communication and decision-making processes, ultimately developing the organization.

Labor planning is decisions on powers, positions, and functional responsibilities and regulating the relationship between an employee in a given position and other employees.

Organizational development is the process of planning, stimulating, and implementing programs that are aimed at improving the efficiency of the organization's functioning and improving the ability to respond flexibly to changes.

Labor relations are creating an atmosphere of trust and improving the psychological climate to improve the quality of labor relations in a team.

Resource provision:

Human resource planning – planning the needs of personnel, taking into account the need for the number, the required qualifications and competence, the statement and implementation of the planned plans to meet these needs.

Hiring and selection – attracting the required number of people who meet the company's requirements.

Labor efficiency management:

Maximizing organizational performance by managing performance within agreed objectives and competency requirements; increasing the level of productivity and evaluating the effectiveness; meeting development and learning needs.

Human resource development:

Training is the organization of training for personnel to develop their abilities, create conditions for career growth, and improve the status of an employee in the labor market to create a system of a learning organization.

Management development – creating opportunities for learning and developing their abilities to increase their contribution to the achievement of the organization's goals.

Career management – planning and career development of personnel [32, 37, 42, 46].

Management of reward systems:

Paying systems – the introduction and development of pay structures and systems based on the principles of equality, transparency and fairness.

Payment for personal contribution – remuneration for the results obtained, the degree of individual contribution based on the effort expended, depending on the level of competence and skills. Non-financial remuneration – remuneration of employees

by non-material methods, namely, provides opportunities to achieve higher performance, increasing the degree of responsibility and collective recognition.

Relationship system:

Intra-industry relations – managing relations with trade unions and their members, strengthening and maintaining these relations.

Employee engagement and activity – allowing employees to express themselves in the work process, namely: to express their opinions, provide them with information and guide on issues of interest.

Communication – the generation and transmission of information of interest to employees.

4 Results

For the human resource management system to work, the international standard recommends:

- Use all known means of staff motivation;
- Train him both on professional issues and on quality management issues;
- Build the right relationships with consumers;
- Master the management of suppliers, in which it is possible to receive the necessary products from them on time [33, 45].

International standard ISO 9000: 2000 formulates the following requirements for human resource management of an organization. The organization should:

1. Create and maintain system-wide procedures that relate to:
 - Determining the needs for competent personnel and personnel training;
 - Ensuring the process of training personnel following the identified needs;
 - Conducting analysis and evaluating the effectiveness of personnel – training in a specified period of time;
 - Maintaining reports on professional development, training, skills formation, and recording the experience of specialists [24, 31, 39, 40, 49].
2. Establish and maintain procedures to ensure that staff understands:
 - The importance of the adopted quality policy;
 - The significance of the impact of their activities on the quality of existing processes and manufactured products as actual or potential;
 - The benefits of improving personal performance;
 - Their role and responsibility in the implementation of the prescribed procedures and requirements of the quality policy;
 - Potential consequences of deviations from prescribed procedures [41].
3. Determine and create the normal conditions necessary to achieve product/service compliance, including:
 - Protecting the safety and health of personnel;
 - Working methods (safe);
 - Work ethic (psychological climate);
 - The environment of the workplace [27, 34, 35].

Let us consider some principles of the quality management system and the list of personnel procedures recommended by the international standard for human resource management.

Principle of Leadership

The implementation of this principle in practice obliges the management of the organization to perform the following actions [36]:

- To become a useful and inspiring example for subordinates;
- Promptly respond to all changes in the external environment;
- Consider and balance the interests of all interested parties (customers, suppliers, owners, personnel, society);
- Determine and establish the perspectives of the organization;
- Determine and "cultivate" values that are important for the corporate culture at all levels of the organization;
- Develop mutual trust and eliminate fears;
- To provide people with the necessary resources and freedom of action within the framework of the established responsibility;
- To carry out open and honest communication between all levels of the organization.

The implementation of these actions will bring the following benefits to the organization:

- When determining the quality policy and development strategy of the organization, the prospects of the organization will be determined;
- When defining and deploying strategic goals, forecasts are transformed into tactical goals and objectives of the organization [53, 54, 55].;
- In human resource management, all specialists will be involved in the organization management process, which will reveal active, well-informed, and resilient employees.

Principle of People Involvement

The implementation of this principle will lead to the following actions of people:

- The manifestation of independence and responsibility in solving problems;
- Increasing activity when looking for opportunities for improvement;
- An increasing initiative in expanding their competence, knowledge, skills;
- The establishment of a free exchange of knowledge and experience;
- Focusing of attention on creating value for the customer;
- Creative assistance to the goals of the organization;
- Improving the image of the organization in the eyes of the customer and society;
- Getting satisfaction from your work;
- Showing pride in belonging to the organization [56, 57].

The benefits to an organization from the implementation of this principle can be formulated as follows:

- When defining policy and strategy, people actively contribute to the improvement of policy and strategy;
- When defining and deploying goals, people who share the goals of the organization associate them with their subgoals;
- In human resource management, people involved in solving problems improve - production processes.

Remuneration policy plays an important role in quality management. In terms of quality management, remuneration means payments to employees for work performance, including the time it takes to complete the work (instead of paying for the time an employee spends at his workplace).

5 Discussion

The HRM model is only one of the possible forms of personnel management, which is not suitable for all companies [21]. The company's strategy is a search for correspondence between the

company's internal capabilities and the external environment [30].

The concept of the strategy and its main components are activated in the process of implementing strategic management. Strategic management is viewed as an ongoing process that theoretically consists of sequential actions: formulation, planning, implementation, revision, and correction, but in practice, this process is rarely carried out in the stated logical order. As the author points out, "Strategic management is a set of decisions and actions that lead to the formulation and implementation of strategies aimed at achieving the company's goals" [47]. Strategic management deals with political decisions affecting the entire company and is guided by the common goal of positioning it for effective interaction with the external environment" [22].

Strategic management implies the focus of managers on achieving results in the medium and long term. Despite the fact that, according to Fombrun [17], managers understand the need to work effectively in the present in order to achieve results in the future, in practice, they are faced with a wide range of pressing issues, for the solution of which they need to develop common directions, which helps subsequently achieve long-term goals.

The concept of strategic human resource management is based on the traditional rationality of the approaches used to develop a strategy [38]. Here the author draws attention to the fact that this concept underestimates the importance of such factors like politics, power, and culture. Moreover, civil organizations are less susceptible to these factors than organizations of the executive branch. Questions of power and politics shift the focus away from strategic human resource management's perception as fully supportive of organizational strategies.

The problems of strategic HRM, as defined by Gratton et al. [19], are that very often, there is a discrepancy between the terminology of strategy and the realities of everyday life. According to these authors: "One of the main ideas that permeate the entire book is the mismatch between terminology and reality in human resource management, between HRM theory and HRM practice, between the perception of their activities by the HR department and how it is perceived by employees, between the perception of the role of the personnel service by top management and what role it actually plays."

Returning to the definition that a universal HRM model does not exist, we can conclude that a lot of factors influence the formation of an HRM model at a certain enterprise (organization), but the main elements of the system remain unchanged. In our case, when building an HRM system (personnel management) in the subdivisions of the State Service of Ukraine, the main factors of influence can be called the organization's belonging to the public sector, the presence of executive functions, a clear hierarchy of positions and subordination, the determination of the procedure and conditions for service by the highest state bodies.

Human resources management in the civil service can be considered as an independently functioning system, first of all - a system of personnel work, which includes real goals, objectives, priorities, mechanisms and technologies. Human resources management involves regulatory, methodological, organizational, informational, documentation and resource support of the human resources management system. Management of human resources in the civil service should be carried out within and on the basis of modern state personnel policy, implementation of its goals, principles, standards and priorities, is an effective mechanism for implementing the personnel strategy of public authorities, able to significantly improve its efficiency [18, 44].

Considering the above, we see internal and external reasons for the need to reform personnel services and change (update) the system of their work. Of course, in any reforms, even scientifically based, there is a certain percentage of risk. But at

present, it makes sense to choose - either to adhere to the old methods under new conditions or to apply reform measures in the absence of concrete results over time. Taking into account the increasing requirements for personnel management, constant changes in the economy and the labor market, and based on the above, we will build a typical system of work with personnel of the personnel department of a subdivision of the State Service of Ukraine (Figure 1).

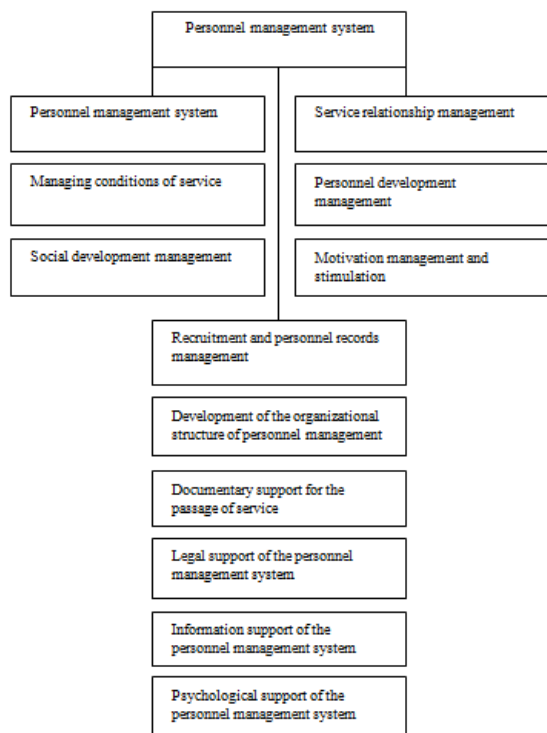


Figure 1 – Personnel management system in the structure of the State Service of Ukraine

This personnel management system is built, taking into account the need to move from a traditional to an innovative personnel service model. One of the main limitations of the efficiency of domestic enterprises' work is the approach to personnel work as a simple phenomenon that does not require high qualifications [7].

They see the fallacy of this limitation in the fact that the design of a new personnel service should be based on the definition of the mission of the personnel service, which should be developed taking into account the mission of the entire organization, the study of all organizational processes aimed at fulfilling this mission and the employees responsible for them [7]. Therefore, they pay attention to the fact that the innovative personnel service, in contrast to the traditional one, is more dependent on organizational activities specifics. It can take on more diverse forms.

In our case, this indicates that, depending on the type of activity of the structure, personnel services can be of various organizational forms and, accordingly, occupy leading places in the management systems of organizations. Many institutions have realized that HR approaches directly impact the success of an organization and have prioritized HR management in their organizations [48]. The government of Ukraine also emphasized this in the context of the initiative for a general reform of the civil service in the "Strategy for reforming the civil service in Ukraine", which was approved by the Decree of the President of Ukraine dated April 14, 2000, No 599 [15]. It emphasizes the importance of improving human resources, creating a renewed, powerful and efficient state apparatus [43].

6 Conclusion

Taking into account the above, we can conclude that the main components of the human resource management system in the projection of the personnel management system of the State Service of Ukraine can be considered three basic directions that can ensure the work of these HRM principles in the system of the State Service of Ukraine.

Leadership:

- Leadership competencies;
- Special training;
- Unique management approaches;
- Leadership development and management programs;
- A network of leaders.

Professional and sustainable public service:

- Planning of human resources;
- Assessment of competencies for various jobs and specialties;
- Targeted training;
- Career planning;
- New approaches to job classification and remuneration.

Working conditions of civil servants:

- Assessment of achievements;
- Respect for the individual;
- Well-established communication;
- Work time;
- Healthy and safe working conditions.

The introduction of HRM principles in the personnel management system of the State Service of Ukraine may be one of the largest initiatives in terms of reforming personnel management services. The successful implementation of these principles primarily depends on several key factors, including dedication to the idea and continued support from senior officials of the Civil Service of Ukraine. A tangible change will take place when HRM principles are translated into reality.

As noted by the founder and head of the board of directors of Microsoft, Bill Gates [43], "The correct approach to solving a global problem lies in developing and honing simple individual processes and finding ways to optimally combine them, and not in building a cumbersome overall process."

In order to implement the above principles, it is recommended to implement an integrated approach, namely, not to look for easy ways, choosing individual recommendations and focusing on areas of our interests, but, on the contrary, to adhere to an approach that will solve key issues for each of the above components (blocks), to guarantee real progress in building an updated personnel management system.

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Primary Paper Section: A

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