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### **РОЛЬ КУЛЬТУРНИХ ТА ЕКОНОМІЧНИХ ЧИННИКІВ В УДОСКОНАЛЕННІ СИСТЕМИ УПРАВЛІННЯ ЛЮДСЬКИМИ РЕСУРСАМИ**

**Актуальність.** Система управління персоналом являє собою сукупність прийомів, методів, технологій організації роботи з персоналом і включає процеси підбору і найму, адаптації, розвитку та навчання, мотивації, оцінки, атестації та ін. Від того наскільки ефективно здійснюються дані процеси залежить ефективність системи управління персоналом і, отже, досягнення компанією поставлених цілей. На даний момент існує певна специфіка в управлінні персоналом організації, яка повинна враховуватися при розробці системи управління трудовими ресурсами підприємства. Виходячи з цього, вдосконалення системи управління персоналом сучасних організацій є важливим завданням, рішення якого в даний час має суттєве значення для вітчизняної економічної теорії та практики.

Актуальність проблеми полягає у питанні забезпечення успішності кожного бізнесу, а саме в запобіганні проблемі перш, ніж вона виникне. Так, усвідомлюючи специфіку управління кожним працівником, керівництво компанії може не тільки запобігти низці проблем, але й покращити якість наданих компанією послуг, а також скоротити частину витрат.

**Мета та завдання.** Метою статті є обґрунтування ролі та важливості перманентного моніторингу і аналізу культурних і економічних чинників для вдосконалення системи управління персоналом підприємства.

**Результати.** Дослідження, проведене на базі групи осіб в одній з відомих соціальних мереж дало незаперечний результат. Обидва групи чинників – культурні та економічні, були визначені як такі, що суттєво впливають на працівників підприємств майже кожної сфери економіки, будь то готель або ресторан. Крім цього, більше половини опитаних вказало на низку проблем, що виникли через недостатнє вивчення цих чинників.

**Висновки.** Система управління персоналом в сучасній організації може бути вдосконала, що дозволить підвищити ефективність управлінських зусиль, продуктивність праці всіх співробітників організації, а також збільшить інтегральну ефективність всієї організації. Проведене дослідження показало необхідність поглибленого вивчення культурних та економічних чинників з метою вдосконалення системи управління людськими ресурсами підприємств.

**Ключові слова:** управління персоналом, менеджмент людських ресурсів, культура та управління персоналом, економічний чинник в управлінні персоналом, вдосконалення системи управління персоналом.

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## ROLE OF THE CULTURAL AND ECONOMIC FACTORS IN THE IMPROVEMENT OF HUMAN RESOURCE MANAGEMENT SYSTEM

**Topicality.** *The system of personnel management is a set of methods, technologies of work with personnel and includes the processes of recruitment, adaptation, development and training, motivation, evaluation, certification, etc. The effectiveness of the personnel management system and, consequently, achievement of the company's goals depends on how efficiently these processes are carried out. At the moment, there is a certain specificity in the management of personnel, which should be taken into account when developing a human resource management system of the enterprise. On this basis, the improvement of the personnel management system of modern organizations is an important task, the solution of which is currently essential for domestic economic theory and practice.*

*The urgency of the problem lies in ensuring the success of each business, in particular - preventing the problem before it arises. Therefore, by being aware of the specifics of the management for each employee, company can not only prevent a number of problems, but also improve the quality of services provided by the company, as well as reduce some of the costs.*

**Aim and tasks.** *The purpose of this article is to develop theoretical, methodological and practical applications, which would substantiate the importance of cultural and economic factors in improvement of the personnel management system.*

**Research results.** *The research, conducted based on the community in one of the well-known social networks, gave an undeniable result. Both factors - cultural and economic - have been identified as factors with great influence on employees of almost every sphere of the enterprise. In addition, more than half of respondents pointed to a number of problems that arose due to inadequate study of these factors on the company premises.*

**Conclusions.** *Human resource management system in modern organizations can be improved, which will allow to increase the efficiency of managerial efforts, productivity of all employees in organization, and moreover, to increase the integral efficiency of the whole enterprise. The conducted research showed the need for in-depth study of cultural and economic factors in order to improve the human resource management system.*

**Key words:** *Human Resources Management, HRM, Culture and Human Resources Management, Economics in Personnel Management, Improvement of Human Resources Management.*

**Introduction.** Nowadays, there are many terms in the active vocabulary of Human Resource management, such as HR manager, personnel recruiter, recruitment, interviewing, certification, development, career, training, etc. However, very often understanding of these definitions differs depending on whether, in which region they are used, on the level of development of the organization and the level of competence of the lead managers.

The worldview of modern managers is reflected in those real rules, norms and procedures that are established and implemented in companies. In most cases, the actual personnel policy is characterized by the absence of clear and long-term goals (other than simple profit-making) for the development of the company; the inconsistency of leaders, the ambiguity of the internal instills of "games in business"; restraining the development of social partnership of shareholders, employees and managers. Administration management substitutes low management culture, including a culture of decision-making and delegation of authority.

Personnel of the organization is the most complex object of human resource management. Unlike tangible assets, people are able to independently make decisions and assess the demands placed on them. In addition, the staff is a team, each member of which has its own interests, is very sensitive to managerial influences, and the reaction of which is often difficult to predict.

Modern concepts of personnel management are based on the recognition of the increasing importance of the employee's personality, on the study of his motivations, the ability to properly form them and to adjust in accordance with the strategic tasks facing the company. Despite the fact that from the managerial point of view the main goal of business is profit making, modern theory and practice of personnel management pays more attention to the necessity not only to meet the financial, but also social needs of employees.

For the successful fulfillment of tasks in the field of effective personnel management, the study of external and internal factors affecting personnel management, labor productivity, the full and timely use of growth reserves, the improvement of a scientifically sound planning and analysis system for evaluating the effectiveness of personnel management and labor productivity is of primary importance.

A high growth in the efficiency of personnel management and labor productivity is ensured by the use of factors that affect the effectiveness of personnel management. More specifically, economic and cultural ones. It is especially important in our time, when many enterprises are experiencing economic difficulties,

and the problem of their survival can be solved through the use of reserves that do not require large expenditures.

**Analysis of recent researches and publications.** Although, problems of personnel management have been studied from various points of view, and quite a lot of work has been published on this topic, this area, just as like many other areas of management, is relatively new for domestic economic science. Due to this, there are relatively small number of publications in this field written by Russian scientists. According to the fact that problems of personnel management are among the priority in foreign countries with a developed market economy, international publications were used.

In particular, the problems of the effectiveness of personnel management from the cultural and economic aspects were studied by such scientists as J. Dess, J. Lampkin [1], A. Eisnes [1], J. Hofstede [2; 3], P. Sperrow, J.M. Hiltrop [4], J. Storey [5], F. Trompenaars [6], A.R. Nankervis, Y. Deborah [7], S.E. Hildgi, H. Wang [8].

**Previously unsettled problem constituent.** Modern sociology shows a significant interest in the emerging trends in the development of employees' behavior prediction in work collectives at the enterprise, taking into account market relations, the requirements for their professional qualities, the specific corporate culture of a particular enterprise, and the management style of this enterprise. Cultural factors in the field of personnel management are considered as an innovative tool in management. Theoretical research on the problems of studying the effectiveness of personnel management, conducted by many scientists, prepared a scientific basis for the development of effective personnel management methods.

However, due to the fact that at present there are practically no objective, comprehensive methods for evaluating the effectiveness of personnel management, there are no forms of sociological reporting in which a pure assessment would be conducted, both recruiters' specialists and human resource managers are still using a narrow range of methods.

Moreover, as 2018 is the year when new, previously not deeply studied, generation will start to work, the issue of two factors (cultural and economic) remains open.

The question of the economic factor influence has not been sufficiently explored within the connection to different countries. Practically there are no publications, revealing the influence of two factors on the improvement of the personnel management system. Moreover, methods of evaluating the influence of these factors on improvement of the labor productivity of personnel are poorly studied.

Therefore, all of the above confirms the relevance of the study.

**Aim and tasks.** The purpose of this study is to find the influence of cultural and economic factors not only on the personnel management system, but also on its improvement.

Stated goal will be assessed through a deep analysis of the literature on topics related to the influence of cultural and economic factors on the personnel management system, as well as the conduction of the survey within quantitative research.

**Results.** Although, back in 2012, both North American and Western European countries only vaguely realized that Ukraine exists, event that took place on the 27 of November, 2013 and 22 of February, 2014 radically changed not only the number of people who knows Ukraine, but also its economy.

In 1900s, even though such countries as Canada, the United States of America and Argentina ranked high in the production of wheat, it was Ukraine, who had the honor to be called "bread of Europe." By 1940, Ukraine was home to the heavy industry of the Soviet Union and even the Germans, who practically destroyed the central Kiev did not affect the fact that today, the main boulevard of the city is compared with the Champs Elysees.

Gross domestic product (GDP) has decreased by 60 percent since 1989. Nowadays, GDP per capita is about 2,194.00 dollars, which is close to the level represented in Nigeria and Vietnam. The sharp inequality of income has grown dramatically due to the prosperous "black" economy (mafia) of the 90s. Since 2011, when Ukraine occupied 76 (out of 187) of the United Nations Human Development Index, in 2017, the country has fallen to 84. Although, health has worsened, life expectancy has increased. If we compare Ukraine's economy in terms of overall competitiveness, it can be seen that while in 1997, it ranked 52nd among 52 countries of the world, nowadays, it is already 85th out of 138. This may indicate that, the quality of establishments, infrastructure, macroeconomic steadiness, well-being, both primary and higher education, instruction, the efficiency of the market for goods and services, the labor market efficiency, financial market evolution, technological growth, the size of the domestic market, corporate governance and innovation potential has improved by 38.4 percent.

As the average teacher earns about \$ 100 or UAH 3,000 a month, standards of education are also at the low point. However, there is a paradox due to the fact that typical Ukrainian at the age of 21 with higher education, earns as much as an American of the same age and without higher education in two days.

Hospitality industry occupies one of the most prominent places in the growth of the economy. In recent years, this area was characterized by unprecedented growth in many countries of the world. In the age of globalization, intellectualization and rapid dissemination of innovative technologies, the priority task is the development of highly skilled human resources [1]. In the field of human relations, they are actively seeking new economic and social forms of education, formation, as well as effective use. In fact, the talents, members of staff ideas and potential are represented as one of the main assets of the company at present (Dess, J. et al., 2009).

Although HRM is part of the significant costs for most hospitality enterprises, a lot of businesses underlined that they don't fully cope with these functions. Moreover, Hilji and Wong (2006) stated that biggest part of the human resource policies, which are detailed by managers with senior positions managers happen only on paper [8], which later leads to the turnover and low satisfaction (Storey, 1992; Hill & Wong, 2006), as well as generates losses for the business [8].

The significance of attracting, keeping and directing HR to enhance the competitiveness of organizations is a key factor to the effective hospitality sector (Nankervis & Debra, 1995). That is why it is essential to develop successful HR operations and strategies that allow them to attract, choose and keep suitable staff [7].

The economic approach to management gave rise to the concept of the use of human resources. In the framework of this approach, the leading place is taken by the technical (in general, instrumental, aimed at mastering the work methods), and not the management training of people in the enterprise. Organization here means the orderliness of relations between clearly delineated parts of the whole, having a certain order. In essence, an organization is a set of mechanical relationships, and it should act like a mechanism: algorithmically, effectively, reliably and predictably.

Among the basic principles of the concept of the use of human resources are ensuring the unity of the leadership (the subordinates receive orders only from one superior); compliance with a strict management vertical (the chain of command from the superior to the subordinate descends from the top down throughout the organization and is used as a channel for communication and decision-making); fixing the necessary and sufficient amount of control (the number of people subordinated to one superior should be such that this does not create problems for communication and coordination); the observance of a clear division of the staff and line structures of the organization (the staff, in charge of the content of the activity, under no circumstances can exercise the powers conferred by line managers); achieving a balance between power and responsibility (it is pointless to make anyone responsible for any work, if it is not given the appropriate authority); maintenance of discipline (submission and display of external signs of respect should be carried out according to the accepted rules and customs); achieving subordination of individual interests to the common cause through hardness, personal example, honest agreements and constant monitoring; ensuring equality at every level of the organization, based on benevolence and justice, to inspire staff to effectively discharge their duties (deserved reward, raising the morale, but not leading to overpayment or re-motivation).

Discussing the Culture, it is one of the most vital factors influencing HRM in Ukraine. Hofstede, G. (1993) emphasized the need for historical and cultural understanding of local conditions to understand the processes and philosophy of personnel management in different countries. HRM can't be separated from the values, beliefs and norms of the people [2; 3].

Today, the influence of the cultural context on personnel management is quite obvious. For example, in Japan the organization is viewed not as a workplace uniting individual workers, but as a collective. Organization is characterized by a spirit of cooperation, interdependence; lifelong hiring turns the organization into a continuation of the family.

According to the humanistic approach, culture can be viewed as a process of creating a reality that allows people to see and understand events, actions, situations in a certain way and attach meaning and importance to their own behavior. It seems that the whole life of a person is determined by written and, especially, unwritten rules. In fact, usually the rules are only a means, and the main action is unfolded only at the moment of choice.

Often our understanding of the organization is based on those processes that generate systems of meanings that separate all the members of the organization. At the same time, one can ask the following questions: what are the general interpretational schemes that make the existence of this organization possible? Where did they come from? How are they created, transmitted and saved?

Each aspect of the organization is loaded with symbolic meaning and helps create reality. Particularly "objective" organizational structures, rules, policies, objectives, job descriptions, standardized procedures for activities. So, weekly or annual meetings, about which everyone thinks that they are a waste of time, can be understood as a ritual serving some hidden functions. Even by the appearance of an empty meeting room,

one can say a lot about organizational culture. The humanistic approach focuses on the actual human side of the organization.

From the point of view of this parameter, it is important to what extent the employees of the enterprise are integrated into the existing system of values and how sensitive, flexible and ready they are to changes in the value sphere due to changes in living conditions and activities. It is also important whether the enterprise as a whole is living by the same rules and principles of decision-making, or there are various groups living according to different rules and profess different principles.

The following leads us to the one question. What is culture?

In 1993, Trompenaar defined culture as a "common system of values". Culture affects the things we are drawing attention to, how we operate and what we value. Thus, culture is the commonly accepted values, beliefs and attitudes of the people (Hofstede, 1980; Trepenarz, 1993). According to Sparro and Hiltrop (1994), the practice of personnel management, which is self-evident in one culture, can be considered illogical and unfair in another.

According to a study conducted by using Google forms, which was placed in the corresponding group in "Vkontakte", involving 131 people, mostly between the ages of 19 and 30, 100%, or 131 people, has worked at least once in another country. 101 people (77%) currently have a job. 121 people, or 92.3%, felt a strange attitude. 81 (61.8%) people are of opinion that this has happened precisely due to the difference in mentality. It should be noted that 66 of the 81 respondents polled worked in Turkey. Another 69 (52.6%) agreed that the issue is religious. Only 20 (15.4%) people noted that they are very satisfied with their current place of work. 84.6% of respondents identified wages as one of the crucial factors affecting their level of fulfillment. The second place, namely 53.8%, indicated bonuses, but only 7.7% of the men noted Team-building measures as one of the factors of job satisfaction. 131 respondents, or 100%, are sure that they would receive higher wages in another country for the job they are doing in Ukraine.

**Conclusions and further researches directions.** Changes, which are taking place in the modern world and are associated with a sharp increase in the importance of the human factor, put management personnel at the forefront of management activities and stimulated the rapid development of scientific research in this field. At the beginning of economic reforms after the stupor, which was determined by centralized leadership and totalitarian ideology, fundamentally new tasks arose for economic entities. The main ones are stimulating the work of hired personnel, preventing "brain drain", indexing wages in line with inflation, ensuring that the level of personnel qualification meets the stringent requirements of the modern economy, and, finally, strengthening the staff's sense of belonging to their company. Under the "management of personnel in a modern organization," it is advisable to understand the impact of the organization, through interrelated organizational, economic and social measures, on the process of forming qualitative and quantitative characteristics of personnel, with the goal of achieving a given level of economic and social effectiveness.

The above shows the need for in-depth study of both cultural and economic elements and its influence on the human resources management system improvement.

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