

TECHNOLOGIES OF IMPROVING EFFECTIVENESS OF PERSONNEL MANAGEMENT IN THE COMPANIES OF SERVICE INDUSTRY

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In today's economy, service industry is developing most rapidly. Every year there is overflow dynamics of labor from the sector of industrial production into the various service industries: public services, housing and utility services, health services, sanatorium-resort services, financial services and etc. In the current market environment service sector provides the main part of new job places and sustainable preservation of existing. In the service sector personnel management plays particularly important role because the employees of such organizations not only provide products, but also directly interact with consumers in the provision of services.

And these relationships determine success of service organization in the market environment and satisfaction of specific customers. The latter has become extremely important, because all people almost every day, one way or another, deal with the service sector. Despite the positive changes, domestic service is often of poor quality. This is to a great extent depends on the level of HR management of the companies aimed to provide quality services.

Personnel management in the services sector is connected with a number of problems:

- Training of the qualified employee in the enterprise requires heavy expenses, and there is no guarantee that the employee doesn't respond to the offer with more favorable conditions from a rival firm;

- Variability of the personnel quality is due to the fact that workers are not exposed to the regulation, and at different times with different clients can interact in different ways;

- The high in relation to the productivity, cost of workers, that leads to higher cost of end services for consumers and reduction of the efficiency of the companies. The problems that include heavy expenses on staff combined with the risk of losing employees in the services sector can be solved by using such tools as the introduction of loyalty programs of staff; outsourcing of the personnel.

The best tool is the development of staff loyalty to the company. This is traditionally achieved by attractive working conditions, favorable climate in the collective, transparent model of career, transparent and clear scheme of remuneration, providing employee with opportunities of personal and professional fulfillment, intangible incentives.

The effectiveness of such approach is that the employee seeks not only to stay in the organization, despite of the potentially attractive offers of the competitors, but also shares the goals of his employer, have more responsible attitude to their duties, more efficiently perform their job that improves competitiveness of the company.

In fact, it is about improving the motivational mechanism used by the firm in cooperation with employees. In practice, this model is realized with rather big difficulties, because it leads to an increase in personnel expenses. Thus the effect of it will be felt only in the medium term perspective and is not always a guarantee that the complex of the developed by the company measures will be accepted by staff. For this reason, the company often sacrifice quality for lower labor expenses to use it, put up with the high turnover of staff.

The modern way to solve problems is outsourcing of personnel. This is personnel technology in which the company doesn't hire workers, but involves a specialized agency, which is the supplier of human resources with a required skill level. Outsourcing releases company from the maintenance of expensive staff and provides the ability to use services of qualified professionals. Outsourcing allows staff to use cheaper foreign workforce without taking responsibility and additional risks.

With outsourcing of the personnel the company receives: reducing of the risks associated with labor relations; full transfer of tax and legal responsibility for the coordinator company; reduction of expenses and bookkeeping and administrative support of personnel; outsourcing of personnel allows you to use an unlimited number of professionals and don't change the quantity of staff.

Although this practice became widespread because it saves the company from investments in workers and minimizes risks of losses related to employee care, it has some negative features. From the administrative point of view, such worker doesn't feel dependent on the actual employer and is not interested in providing high quality work. This affects the perception of the company and its services by consumers.

In conclusion, it should be mentioned that the staff is a key element of a service company that requires the use of efficient management tools, including such as loyalty programs and outsourced personnel.

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