

# Main Methods and Principles of Personnel Management

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**Abstract:** This article analyzes the main approaches to personnel management and existing methods of evaluating the effectiveness of personnel management systems. According to the results of scientific research, the issue of effective human resource management is currently one of the most pressing challenges facing modern enterprises. In order to find a solution to this problem, it is necessary to thoroughly study the experiences formed both in our country and abroad.

**Keywords:** Human resources, personnel, personnel management, personnel management system, efficiency, approaches to personnel management, methods for assessing employee performance, organization.

**Introduction:** Today, human capital is considered one of the most important factors in ensuring the effective functioning of any enterprise. Issues related to production, increasing competitiveness, stability, and integrity of an enterprise are based on the quality composition of the staff engaged in the organization. As a result, the importance of personnel management is growing, and an effective system of personnel management is being formed within enterprises.

How does proper personnel management affect an organization's activities? Why is this issue so relevant today? Because employees are among the most important resources of an organization, and therefore, qualified leadership knowledge and skills are necessary to ensure that all employees work in unity toward the organization's goals.

Personnel management in an enterprise includes a set of various managerial methods and techniques that affect labor activities, as well as the formation of skills that ensure the most effective use of labor potential in line with organizational interests [10]. Personnel management is a purposeful influence on the human component of the organization, aimed at aligning organizational goals with employee capabilities. This activity is implemented by developing and introducing innovative concepts, strategies, principles, and management methods and tools that both increase the value of the enterprise and help employees achieve

their personal goals.

Currently, there are two main approaches to personnel and human resources management:

- Human resource management;
- Personnel management.

The concept of "human resource management" includes the strategic aspects of management and gives priority to issues of social development. The term "personnel management" generally refers to operational work with staff. If the first approach stems from national-level employment and coordination responsibilities, the second focuses directly on regulating labor relations at the enterprise level.

Personnel management refers to an interconnected system of organizational, economic, and social measures aimed at developing and effectively utilizing the potential of employed individuals in the enterprise and creating the necessary conditions for their stable functioning. This type of management is divided into functional and organizational management.

**Functional management** refers to issues directly related to personnel matters, such as recruitment, dismissal, professional development, wages, and similar aspects. The concept of organizational management encompasses all individuals and institutions directly responsible for personnel work, including managers, HR departments, trade unions,

and others.

The effectiveness of personnel management ensures the highest possible achievement of enterprise goals by

making efficient use of the existing intellectual potential of the team [4].

<b>General Principles of Working with Personnel</b>	<b>Organizational Principles of Working with Personnel</b>
1. Efficiency	1. Concentration
2. Progressiveness	2. Specialization
3. Prospective orientation	3. Proportionality
4. Complexity	4. Compactness
5. Promptness	5. Consistency
6. Optimality	6. Continuity
7. Simplicity	7. Uniformity
8. Scientific approach	8. Technological unity
9. Multi-stage approach	9. Readiness
10. Autonomy	10. Collegial management
11. Stability	
12. Versatility	
13. Planning	
14. Incentivization	
15. Selection and placement	

Currently, there is no unified system for evaluating the effectiveness of employee management. During the evaluation process, each enterprise selects its own set of methods. Among them, the following are distinguished:

- **Qualitative methods:** expert evaluation method, scenario method, and systematization method;
- **Quantitative methods:** financial, analytical, and statistical methods;
- **Combined methods.**

Today, we will list the most common approaches to managing organizational staff and provide a brief description of each:

- **Economic approach:** In this approach, the organization is viewed as a mechanism operating according to a specific algorithm. This, in turn, ensures the stability and predictability of the organization's activities;
- **Natural approach:** The organization is considered a living system that exists within the environment. In this context, the organization is viewed from two perspectives: as an individual and as analogous to the human brain;
- **Humanistic approach:** The organization is perceived as a cultural phenomenon. This concept is based on the idea that organizational culture shapes

perceptions of the organization.

- **Strategic approach:** This approach is related to the organization's long-term strategy and strategic management. At its core lies the strategic management process model, which includes evaluating the organization based on a SWOT analysis, defining strategic objectives and implementing them, and ensuring mandatory feedback and control through repeated cycles;
- **Systemic approach:** This approach views the organization as a system within its external environment. Employee management, in this context, requires the integration of social and technological processes to modify all incoming and outgoing elements relative to the environment. Moreover, the systemic approach regards employee management as an integral part of the overall organizational management system;
- **Comprehensive approach:** This requires considering the economic, organizational, and psychological aspects of management in their interrelation and interdependence. If any one of these aspects is neglected, the issue cannot be effectively resolved;
- **Integrative approach:** Focuses on studying and strengthening the relationships between the vertical levels and horizontal actors of management;

- **Marketing approach:** Oriented toward the interests of visitors, consumers, and clients;
- **Functional approach:** Employee management is seen as a set of tasks carried out by human resource management departments and personnel services;
- **Dynamic approach:** Involves identifying cause-and-effect relationships, determining interdependencies in development, and conducting both retrospective and prospective analyses;
- **Normative approach:** Establishes management standards for all subsystems within the management system;
- **Administrative approach:** Regulates tasks, rights, and responsibilities through normative documents such as orders, directives, standards, guidelines, and regulations;
- **Behavioral approach:** Assists employees in understanding their potential and capabilities based on scientific management methods.

The issue of evaluating the effectiveness of employee management is considered relatively new and highly relevant today. In most cases, this process is carried out by large organizations using two main methods. First, by individually assessing specific tasks or activities related to employees operating within the organization. Second, by applying the benchmarking method using aggregated indicators. The drawback of the first method lies in the difficulty of observing cause-and-effect relationships between the activities conducted and the results achieved. The second approach utilizes the ratio of income generated per employee to the costs incurred for that employee as a generalized indicator during the reporting period.

In the theory and practice of managing the human factor within organizations, three primary management approaches should be highlighted: economic, natural, and humanistic. Let us examine these approaches in more detail.

The economic approach leads to a perspective in which the instrumental preparedness of personnel is given more priority than their managerial readiness. This approach is characterized as a concept of utilizing labor resources. Within this framework, the enterprise is viewed as a mechanism that operates according to a specific algorithm, ensuring the stability and predictability of its overall operations. The application of the economic approach is possible under the following principles:

- Establishing a vertical management system;
- Optimizing the control system necessary to facilitate communication between managerial staff and regular employees;

- Creating an effective incentive system through fair compensation for employees' labor;
- Clearly distinguishing between the organization's staff and line structures—staff members responsible for the content of activities must, under no circumstances, exercise the authority delegated to line managers;
- Ensuring discipline—manifestations of obedience, diligence, and external respect must comply with accepted rules;
- Subordinating individual interests to the common cause—this is achieved through determination, personal example, honest agreements, and consistent supervision;
- At every level of the organization, it is essential to ensure equity based on goodwill and fairness in order to motivate employees to perform their duties effectively.

**Natural approach:** In this approach, the enterprise is viewed as a living system that exists within its environment. In such a case, the organization is examined from two perspectives:

- Identification with the personality of an individual;
- Comparison to the human brain.

In the first case, the organization is said to go through similar stages of a life cycle, just like a human personality, in the course of its development.

In the second case, by comparing the organization to the human brain, a new perspective emerges in employee management—one that differs from the economic approach.

When analyzing the natural approach, it is usually concluded that employee management actions are carried out under conditions of extremely limited informational resources. As a result, it becomes difficult to fully assess the outcomes of decisions made. At the core of this approach lies the necessity to thoroughly study the environment in which the organization operates. The main goal is to identify and satisfy the essential needs required for the organization's survival.

It is precisely this natural approach that sets a new direction for employee management, taking it far beyond the traditional tasks of labor organization and payroll administration. The role of HR has gradually shifted from simple registration and control to developmental functions, including talent acquisition and selection, career planning for key individuals within the organization, assessment of managerial personnel, and their professional development.

The appeal of this approach lies in the acknowledgment that management decisions can never be entirely rational, as in practice, managerial staff operate based on incomplete information and are unable to precisely evaluate the outcomes.

**Humanistic approach:** The humanistic approach is the most recent and currently evolving perspective in employee management. The core idea of this approach is to interpret the enterprise as a cultural phenomenon, meaning that the business entity is understood through its organizational structure. Undoubtedly, the influence of the cultural environment on employee management is positive. According to this approach, organizational culture is a key element that allows employees to shape their behavior in specific ways depending on the situation. What distinguishes the humanistic approach from previous ones is its greater focus on the human aspects of the enterprise.

The positive aspects of this approach include:

- Studying the influence of organizational culture on the enterprise helps managerial staff perform their tasks more effectively;
- The approach makes it possible to understand which symbols and images affect employee behavior, thereby enabling influence over organizational reality through elements of organizational culture such as folklore, norms, and language. This, in turn, can assist leadership not only in motivating and coordinating employees but also in shaping and developing specific symbols and meanings.

## CONCLUSION

As a result of analyzing the approaches discussed, it can be concluded that for the effective development of an enterprise, it is necessary to transform not only its technological components but also its human component. This implies a renewal of the values that form the foundation of interpersonal relationships among employees.

The detailed analysis of the main approaches (humanistic, economic, and natural) presented in this article shows that each proposed concept has its own strengths, and in most cases, organizations are choosing to implement them. For instance, the economic approach is based on the concept of utilizing labor resources. Its core principle lies in the harmony between different components of the enterprise.

The natural approach, by likening the enterprise to the human body, has inspired a new understanding of the organization as a unified system.

Currently, the evolving humanistic approach is based on interpreting the organization as a cultural phenomenon and emphasizes the human aspects of

the organization: how deeply employees integrate into the existing value system of the organization (i.e., the extent to which they accept it as their own), and how sensitive, adaptable, and prepared they are for changes in values due to life and work-related transformations.

After reviewing the concepts described above, we can identify some commonalities in the approaches to employee management and distinguish two key roles of the employee within the organization:

- The employee as an individual with personal values, motives, attitudes, and needs — the primary subject of management;
- The employee as an organizational resource — an essential component of management and production.

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