

METHODOLOGICAL APPROACHES AND KEY INDICATORS FOR EVALUATING THE EFFECTIVENESS OF HUMAN RESOURCE MANAGEMENT

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Abstract. The article explores and synthesizes the primary methodological approaches and key indicators used by both foreign and domestic scholars to evaluate the effectiveness of human resource management. The study focuses on analyzing various methods and strategies employed in managing personnel within organizations. It identifies core assessment metrics such as employee satisfaction, staff turnover rates, levels of employee engagement, the efficiency of motivation and incentive systems, and the extent of employee development and training. The research demonstrates that the most effective evaluation of human resource management relies on a comprehensive combination of tools, including surveys, interviews, document reviews, focus groups, outcome assessments, and the formulation of actionable recommendations to enhance HR practices. The central aim of the study is to systematize these methodological approaches and fundamental indicators, thereby providing a structured framework to better assess and improve the management of human capital.

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МЕТОДИЧЕСКИЕ ПОДХОДЫ И ОСНОВНЫЕ ПОКАЗАТЕЛИ ОЦЕНКИ ЭФФЕКТИВНОСТИ УПРАВЛЕНИЯ ЧЕЛОВЕЧЕСКИМИ РЕСУРСАМИ

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Аннотация. В данной статье выполняется анализ и систематизация основных методологических подходов и показателей, которые применяются отечественными и зарубежными специалистами для оценки эффективности управления человеческими ресурсами. Исследование направлено на изучение различных методов и практик управления персоналом в организациях с целью выявления наиболее значимых критериев оценки. В результате работы были выделены основные показатели, включающие уровень удовлетворённости сотрудников, показатели текучести кадров, степень вовлечённости персонала, эффективность мотивационных и стимулирующих систем, а также уровень профессионального развития и обучения работников. Автором доказано, что наиболее эффективным подходом к оценке результатов управления человеческими ресурсами является комплексное применение разнообразных инструментов: анкетирования, интервьюирования, анализа документов, проведения фокус-групп, а также оценки достигнутых результатов с последующей разработкой рекомендаций для улучшения HR-процессов. Целью исследования выступает систематизация существующих методических подходов и ключевых показателей, что позволяет повысить качество оценки и внедрение практик управления персоналом. Особое внимание уделяется преимуществам и трудностям, связанным с практическим применением данных методик, что подчеркивает необходимость адаптации инструментов оценки к специфике конкретной организации и условий рынка труда.

Ключевые слова: эффективность, управление, человеческие ресурсы, управление человеческими ресурсами, эффективность управления человеческими ресурсами.

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INTRODUCTION

Fundamental research is driven by the understanding that, in a market economy, ongoing monitoring of resource use and efficiency is essential for any business operation, encompassing the functioning of human resource management systems. Modern organizations are increasingly aware of the important role of effective human resource management (HRM) in implementation of strategic objectives. Assessing this effectiveness, however, is a challenging and multi-dimensional process that demands consideration of the unique characteristics of today's business landscape. The performance of human resource management has a direct impact on workforce productivity, employee motivation and loyalty, and ultimately influences the company's financial outcomes. However, strong methodological approaches and a set of key indicators are needed for an objective analysis and evaluation of HRM effectiveness.

PURPOSE AND AIM OF STUDY

Examination and generalization of methodological approach and assessment indicators for human resource management to increase its effectiveness.

Objectives of the Study:

1. To introduce the key methodological frameworks employed in assessing human resource management effectiveness.
2. To identify the critical indicators utilized for measuring the performance of human resource management.
3. To examine the specific characteristics involved in assessing human resource management effectiveness within contemporary organizations.

RESEARCH METHODOLOGY

There are a lot of scientists

examines the issues of human resource management. The assessment of techniques and metrics for gauging the effectiveness of human resource management has emerged as a specialized area of study.

This article provides theoretical grounding for scientific research of such scientists as: Belousov, V. M., A. A. Latyshev [1], Kovalenko L. V., Kulik A.A., Martoyas M. A. [3], Kuznetsov, S.A. [4], Logunova I. V. [5].

J. M. Ivantsevich, A. A. Loban examines theoretical issues and practical aspects of the science of human resource management in modern conditions [2].

Jack Phillips has developed a 5-level model that makes it clear whether it was worth investing in training. Dave Ulrich. He considered the issue of human resource management in organizations and leadership development [6].

Yu. G. Odegov suggests studying the organization of human resource management, including an analysis of the activities of management personnel at different levels of management. L. R. Kotova studies the problems of assessing the economic and social effectiveness of the organization's human resource management system and technology [5].

There are several methodological approaches to assessing the effectiveness of HRM, which can be used individually or in combination. [7]:

Strategic approach: This approach focuses on matching HRM functions to the strategic objectives of the organization. It involves analyzing the company's personnel needs, developing personnel development programs aimed at achieving strategic goals, as well as evaluating the effectiveness of these programs. The key element

is to identify the human resources required to achieve the set goals.

Systematic approach: Considers human resource management as an integrated system comprising various functions, including recruitment, training, motivation, performance appraisal, development, and retention. Effectiveness is assessed by analyzing the interplay between these functions and their collective impact on the organization's overall performance.

Despite a significant number of publications, the issues of evaluating the effectiveness of human resource management have not been fully studied and require additional research.

PRESENTATION OF THE MAIN RESEARCH MATERIAL

Human resource theorists J. M. Ivantsevich and A. A. Loban define the effectiveness of human resource management as «a structured, methodical process focused on evaluating the costs and benefits linked to management initiatives», while also benchmarking these against competitive market indicators, leadership performance, and the company's objectives [2].

The main objective of assessing the effectiveness of human potential utilization is to identify and mitigate factors that reduce the efficiency of human resource management. By measuring and evaluating work performance and improving the HR management system, organizations can: identify and address problems arising during system implementation; make prompt decisions about modifications and forecast their impact on critical management indicators; strategize continuous enhancements for HR departments and other relevant organizational units.

In assessing the role of human resources in organizational growth,

they are generally classified into corporate and individual categories. Individual human resources pertain to the personal and professional development of each employee within the organization. In contrast, corporate human resources generally pertain to the team's social and psychological environment, where understanding cross-cultural interactions within the group plays a crucial role.

In today's competitive market environment, companies actively seek to maximize the efficiency of all their assets, particularly human resources. This pursuit is driven by a customer-focused strategy that is influenced by market requirements. Management under this strategy is based on several key principles:

1. Developing well-defined, controllable systems and processes that can be continuously refined to enhance both effectiveness and efficiency.
2. Ensuring process effectiveness through consistent monitoring and control, supported by indicators and data to assess the organization's satisfactory performance.
3. Emphasizing effectiveness by carrying out an adequate number of planned actions and achieving the intended outcomes.

Seasoned human resource management specialists acknowledge several difficulties in assessing employee performance:

- HR management involves both quantitative and qualitative goals;
- the final results of HR initiatives are affected by various factors, including workplace conditions and the leadership approach of departmental managers;
- the effects of certain initiatives, like enhancing corporate culture or developing talent pipelines, often manifest over time and do not yield immediate financial returns.

Numerous approaches exist to evaluate the effectiveness of personnel management, yet no universally accepted method has been established either in Russia or globally.

Widely adopted internationally, common methods for evaluating HR effectiveness include expert appraisals, benchmarking, personnel investment assessments, and the approaches introduced by Jack Phillips and Dave Ulrich [6].

The expert assessment technique entails collecting feedback from department leaders about the performance of the company's management team. This process can be conducted internally or with external consultancy support. Questionnaires typically contain general inquiries like, "Are you satisfied with the HR department's performance?" alongside more targeted questions such as, "In your opinion, how successful was this specific initiative?" The primary benefit of this method is its straightforwardness and cost-effectiveness, requiring minimal financial resources. However, a significant limitation is the subjective nature of the evaluations.

Benchmarking, another widely recognized method, compares the HR metrics of an organization against those of peer companies in the marketplace. This process generally unfolds over several stages. Initially, a group of expert analysts is formed. Subsequently, comprehensive data collection and examination occur, where the experts request pertinent documentation from the participating organizations and confidentially assess their HR.

The method for estimating investment returns is based on the widely used ROI (Return on Investment) metric, applicable across many industries, including

HR and personnel management. This approach is favored because accurately determining costs can be difficult, yet it is essential for obtaining dependable results. In addition to obvious direct expenses, hidden or indirect costs must also be taken into account, although calculating these can be intricate and require considerable effort.

In the comprehensive framework created by American HR specialist Jack Phillips, the effectiveness of personnel management is measured using five principal indicators: evaluation of personnel investment, calculated from the organization's operating expenses related to staffing; personnel management cost per employee, derived by dividing the total HR management expenses by the workforce size; workplace absence rate, which accounts for both scheduled and unscheduled employee absences; employee satisfaction levels, assessed through surveys or questionnaires to determine the percentage of staff content with their jobs; organizational cohesion and consensus, evaluated using data on labor productivity and performance appraisals.

Some experts argue that certain Phillips indicators are not particularly effective. For instance, measuring agreement and unity within an organization is nearly impossible in the Russian market, as most domestic companies do not maintain such data. Phillips' approach is generally most successful in organizations that maintain stable and well-structured management systems-conditions that are still relatively rare in Russia.

The Dave Ulrich method, widely used in Western countries, evaluates the effectiveness

of personnel management through five key approaches:

1. Performance metrics per work unit or per salary, where changes in productivity are attributed to specific HR interventions. However, the accuracy of this method is often debated, as it's challenging to isolate the impact of HR factors on employee performance.

2. Business process speed indicators, which compare the time taken to complete certain operations across different companies. This approach resembles benchmarking and shares its associated limitations.

3. Economic costs and outcomes related to specific initiatives or programs, serving as a direct equivalent to ROI analysis.

4. Measures of employee skills, loyalty, and team morale, assessed via surveys, tests, or interviews. This method struggles to clearly identify whether changes result from HR efforts or other influences.

5. The «Organization Opportunity» metric, a variation of benchmarking, compares the speed of business processes before and after the implementation of innovations.

The selection of indicators must align with the organization's strategic objectives. Key indicators can be categorized into the following group:

Labor productivity indicators: including total work output, productivity per employee, and output relative to unit costs.

Staff turnover indicators: the number of dismissed employees, the length of time employees spent in the company, the proportion of staff turnover in specific departments.

Indicators of personnel costs: salary costs, social contributions, staff training and development, staff turnover.

Staff satisfaction indicators: employee survey results, loyalty level, satisfaction with working conditions, attitude towards management.

Staff development indicators: staff qualification level, number of completed training and professional retraining, level of professional development.

Indicators of attracting and retaining talented employees: the effectiveness of staff search and selection, the number of offers received from applicants.

In the current market environment, it is essential to deliver prompt, objective, and thorough evaluations of the human resource management service's performance, along with accurate measurements of its effectiveness. Likewise, timely and comprehensive analyses of the personnel management function are crucial [9].

These methods should enable the resolution of key tasks such as:

- identifying priority areas within the human resource management service's activities;
- assessing the HR service's contribution to overall organizational initiatives;
- tracking expenditures associated with personnel;
- evaluating not just final performance results but also forward-looking indicators that highlight the strategic trajectory of workforce management initiatives.

It is crucial to highlight that, when utilizing contemporary evaluation methods for human resource management, each indicator corresponds directly to the distinct responsibilities of the management service's various structural units. Let's review the key indicators in this context.

The first key indicator is the execution of the human

resource management policy. A critical factor for success is the continuous improvement of the HR management system. This is achieved through the implementation of personnel policies—a coordinated set of actions aimed at addressing staffing challenges and building a highly efficient team [8]. Effectiveness in this area can be measured by managers' satisfaction ratings regarding HR performance and the number of HR initiatives successfully carried out.

The second indicator focuses on the organization of employee work and the motivation driving their activities.

Key performance indicators associated with this metric include the average salary across different employee categories, discrepancies between actual and planned workforce numbers, and measures of operational efficiency.

The third indicator addresses the availability of human resources, with important metrics such as the organization's reputation as an employer in the labor market, the proportion of vacancies filled through internal promotion, and the average cost incurred per employee.

The fourth indicator pertains to personnel management and is characterized by factors such as the average employee age, educational qualifications, work experience, and average length of service within the company.

Focusing on human resource development, the fifth indicator includes metrics like the number of employees in the personnel reserve designated for both operational and strategic purposes, turnover rates within this reserve, the count of appointments made from it, turnover rates among highly skilled staff, and the number of

personnel who have attained individual career progression levels.

Lastly, the sixth indicator evaluates business resources and personnel [10], with a crucial measure being the number of employees, segmented by category, who have successfully completed professional certification programs.

Yu. G. Odegov and L. R. Kotova advocate for assessing the effectiveness of human resource management through an economic lens. They suggest a method that involves calculating the balance between the expenses incurred in securing and developing qualified personnel and the tangible outcomes achieved by the organization. Their methodology involves comparing the expenditures on employee recruitment and training with the organization's total profit. Furthermore, Odegov and Kotova emphasize that the effectiveness of workforce development can be measured by calculating the cost of training per employee. This is determined by dividing the total training costs by the average number of staff, providing a clear metric for evaluating investment efficiency in personnel development [5]. This financial viewpoint not only enables the quantification of HR activities but also supports companies in optimizing how they allocate resources to achieve the greatest return on their human capital investments.

The authors propose assessing the effectiveness of workforce regulation through three main parameters:

- quantitative staffing, defined as the ratio of the average number of employees to the total available positions;
- qualitative staffing, evaluated by the proportion of engineers

holding higher education degrees and the share of workers with secondary education qualifications; compliance with job responsibilities – determined by how well employees fulfill the duties outlined in the enterprise's staffing plan, specifically regarding adherence to established job requirements.

Together, these metrics provide a comprehensive view of both the quantity and quality of staffing, alongside the degree to which employees meet their defined roles, offering valuable insights into workforce management effectiveness.

Yu. G. Odegov and L. R. Kotova propose assessing personnel management effectiveness by examining the staffed reserve of candidates prepared for leadership and specialist roles. Their evaluation framework also incorporates indicators reflecting team loyalty, such as the number of employee complaints submitted to both company management and government authorities. Additionally, they suggest measuring the effectiveness of labor protection through statistics on occupational diseases and workplace injuries.

From a theoretical standpoint, the system introduced by Odegov and Kotova presents an intriguing approach to evaluating human resource management. However, the reliance on employee complaint counts as a measure of loyalty raises questions, since such figures are heavily influenced by the company's organizational culture and the quality of internal relationships. Additionally, it is crucial to acknowledge that indicators such as training expenses and average workforce size are frequently influenced by the organization's overall economic condition and stability, which can impact how these metrics are interpreted.

This more detailed perspective

reveals both the advantages and drawbacks of the proposed framework, indicating that although it provides meaningful insights, careful consideration of the specific context is necessary when implementing it in real-world scenarios.

CONCLUSIONS

Although modern researchers continue to strive toward creating ideal methods for assessing the effectiveness of human resource management systems, several notable challenges still limit their widespread practical use: the lack of clearly defined and universally accepted standards for evaluating many essential parameters; difficulties, or sometimes impossibility, in precisely quantifying certain measures; insufficient metrics covering vital HR components such as talent pipeline development, motivation control, employee onboarding, and career advancement; challenges in applying a broad range of evaluation criteria effectively, particularly in the service industry; and the absence of a unified assessment tool capable of delivering a comprehensive and accurate overview of the entire personnel management system's performance.

These shortcomings highlight the complexity of measuring HR effectiveness and underscore the need for more refined, adaptable tools that can accommodate the varied dimensions and specificities of human resource functions across different industries.

Several inherent contradictions exist within the current methods for assessing human resource management, which complicate their practical use. These include

the subjective and time-intensive nature of expert evaluations, limitations arising from relying on external data in benchmarking, and the multitude of factors that impact an organization's economic performance. Moreover, a considerable delay frequently exists between the introduction of initiatives aimed at enhancing social and labor conditions and the realization of measurable economic gains. Given the fundamentally diverse methodologies used to define evaluation criteria, applying a single comprehensive approach to assess the full scope of the human resource management system remains a complex challenge. This complexity underscores the need for integrated, flexible assessment tools capable of capturing the multifaceted nature of HR effectiveness.

Traditional HRM assessment methods based on quantitative indicators (for example, staff turnover, training costs) are insufficient to reveal the whole picture. Today, the focus is shifting to qualitative characteristics such as:

Employee engagement: A sense of belonging to the team, motivation, and job satisfaction. It is measured through surveys, focus groups, and engagement data analysis (for example, participation in projects and initiatives).

Innovation and creativity: The ability of employees to generate new ideas and find solutions. The assessment may include an analysis of proposed solutions, participation in idea contests, and evaluation of the results of project activities.

Competencies and skills: Employees' qualifications meet the requirements of their positions and the company's strategy. Tests, 360° assessments, and skill portfolio analysis are used.

Company culture: A set of values, norms, and beliefs that influence work efficiency. Evaluating culture requires researching corporate communications, analyzing decision-making cases, and conducting employee satisfaction research.

Productivity and results: While quantity is still important, it should be considered in the context of quality and alignment with strategic objectives. Analysis of KPIs related to business results and their correlation with employee performance.

The specifics of modern organizations:

Market dynamism: Requires flexible and responsive HRM. The assessment should take into account the organization's ability to adapt to changes, the speed of training and staff development.

Hybrid work model: Efficiency assessment should take into account the specifics of working remotely and in mixed teams, assess communication skills, and productivity in different work formats.

The increasing role of technological effectiveness: Incorporating technology into human resource management calls for evaluating the impact of tools such as HR management systems, automation of workflows, and advanced data analytics.

Generational diversity among employees: The differing values and motivations across various age groups necessitate a tailored approach when measuring engagement and motivation levels.

Integration of ESG considerations: Companies are progressively factoring in environmental, social, and governance aspects, requiring HR evaluations to reflect the organization's commitment to ethical practices and social responsibility.

To assess HRM effectively, organizations employ a range of methods: Employee surveys and questionnaires provide an unbiased view of perceptions regarding HR department performance.

Analysis of performance data helps reveal patterns, obstacles, and achievements within the workforce.

Examining staff turnover rates offers insight into the underlying causes of employee departures. 360° evaluation system: A multi-pronged analysis of employee performance involving colleagues, supervisors, and subordinates.

Combined approach: A combination of different methods to achieve a more comprehensive result.

Evaluating the effectiveness of HRM in modern organizations is not just a measurement of quantitative indicators, but a complex process that takes into account the dynamics of the market, the specifics of the organization and the qualitative aspects of the work of employees. The use of modern tools and methods, a combination of qualitative

and quantitative data will allow organizations to create strategically important HRM models that contribute to achieving long-term goals and business development.

HRM effectiveness assessment is an ongoing process that requires constant monitoring, analysis, and adjustments. The choice of methodological approaches and indicators should be justified and take into account the specifics of each organization. Using an integrated approach combining various methods allows us to obtain a more complete and objective picture of the effectiveness of HRM and develop a strategy aimed at achieving maximum results in the long term. The key element is to understand the relationship between the various indicators and their impact on the overall performance of the company. All of this underscores the critical importance of creating a robust methodology for assessing the effectiveness of human resource management systems in contemporary organizations.

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