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ASSESSMENT OF PERFORMANCE FUNCTIONING OF THE PERSONNEL MANAGEMENT SYSTEM AT THE EURASIAN NATIONAL UNIVERSITY NAMED AFTER L.N. GUMILOV

At the present stage structural changes in economy and rapid development of science and technology led to increase of a human factor role in production and management. It is quite natural that at each entity there is a necessity for determination of number of personnel, for effective system of matching, hiring and placement of personnel, for providing their occupation inclusive of production interests and the worker`s interests ,in system of compensation for work, in considering of individual problems of workers, improvement of their social conditions and vacation. Improving the efficiency of personnel management can be achieved by using the following factors: improvement of labor organization; involving personnel in process control; training and development of staff through systematic training and improvement of qualification of workers. When assessing the effectiveness of the personnel management system at the enterprise and analyzing the functions of the personnel management service, it is necessary to conduct a functional and cost analysis of the work activity of individual managers, functional divisions, the organization as a whole and on this basis, develop a set of proposals for its improvement. Through functional and cost analysis, the functions that are unnecessary and unusual to the service of the staff are revealed as well as functions that are not currently performed by personnel. There are no necessary functional interrelationships between the staff service and other functional departments of the organization in terms of functions: to form the organizational structure of the personnel service, to develop personnel policy and personnel management strategy, to carry out personnel planning, to manage motivation and stimulation of personnel, to manage social development, to organize training, retraining and further training personnel. Thus, it is necessary to develop and implement measures to improve the quality of the functions of organizing training, retraining and improving the skills of personnel, managing the career, managing social and industrial conflicts, and making changes to the provision for material incentives.

Key words: personnel management, strategy, efficiency, organization, adaptation of personnel , human capital.

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А.Н. Гумилев атындағы Еуразия ұлттық университетінде персоналды басқару жүйесінің жұмыс істеу тиімділігін бағалау

Қазіргі кезде экономикадағы құрылымдық өзгерістер және ғылым мен техниканың қарқынды дамуы өндіру мен басқарудағы адами фактор рөлінің өсуіне әкеліп соқты. Әрине, әрбір кәсіпорында персоналдың санын анықтау қажеттілігінің тиімді іріктеу жүйесіне деген, кадрларды орналастыру және жалдау қажеттілігі, өндірістің және жеке қызметкердің де мүддесін ескере отырып оларды жұмыспен қамту қажеттілігі, еңбегі үшін сыйақы тағайындау жүйесіне деген қажеттілік, жұмыскерлердің жеке проблемаларын ескеру қажеттілігі, олардың тұрмыстық жағдайы мен демалысын жақсартуға деген қажеттіліктің туындауы табиғи заңдылық. Университеттегі даму Стратегиясын іске асыру мақсатында кадрлық әлеуетті күшейту бойынша мақсатты жұмыстар жүзеге асырыла бастады. Бүгінде персоналмен жұмыстың маңызды бағыты ретінде кадрлық

ресурстың жаңаруы, басқарушылық персоналдың кәсіби біліктілігін арттыру болып табылады. Кәсіпорындарда персоналды басқару жүйесінің тиімділігін бағалауда және персоналды басқару бойынша қызметтің функцияларын талдау кезінде, жеке басқарушы қызметкерлердің, функционалды бөлімшелердің, жалпы ұйымның еңбек қызметінің функционалды-құндық талдауын жүргізу және соның негізінде оны жетілдіру бойынша ұсыныстар кешенін әзірлеу керек. Функционалды-құндық талдау арқылы персоналдың қызметіне тән емес және артық функциялар, сондай-ақ қазіргі уақытта жұмыскерлермен жүзеге асырылмайтын персонал қызметінің функциялары да анықталады. Функциялар бойынша персонал қызметінің ұйымның басқа функционалды бөлімшелерімен қажетті өзара функционалдық байланыстары жоқ: персонал қызметінің ұйымдық құрылымын қалыптастыру, кадрлық саясатты және персоналды басқару стратегиясын әзірлеу, кадрлық жоспарды іске асыру, персоналды ынталандыру мен мотивациялауды басқару, әлеуметтік дамуды басқару, персоналды оқыту, қайта даярлау және біліктілігін арттыру бойынша жұмыстарды ұйымдастыру. Осылайша, персоналды оқыту, қайта даярлау және біліктілігін арттыруды ұйымдастыру, еңбек мансабын басқару, әлеуметтік және өндірістік қақтығыстарды басқару бойынша қызметтер сапасының деңгейін арттыру жөніндегі іс-шараларды әзірлеу және енгізу қажет.

Түйін сөздер: қызметкерлерді басқару, стратегия, тиімділік, ұйымдастыру, қызметкерлердің бейімделуі, адамдық капитал

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Оценка эффективности функционирования системы управления персоналом в Евразийском национальном университете имени Л.Н. Гумилева

На современном этапе структурные изменения в экономике и стремительное развитие науки и техники привели к возрастанию роли человеческого фактора в производстве и управлении. Вполне естественно, что на каждом предприятии возникает необходимость в определении численности персонала, в эффективной системе подбора, найма и расстановки кадров, в обеспечении их занятости с учетом интересов производства и самого работника, в системе вознаграждения за труд, в учете индивидуальных проблем работников, улучшении их бытовых условий и отдыха. С целью реализации Стратегии развития в университете начала осуществляться целенаправленная работа по усилению кадрового потенциала. Важнейшим направлением работы с персоналом сегодня становятся обновление кадрового ресурса, повышение профессиональной квалификации управленческого персонала. При оценке эффективности системы управления персоналом на предприятии и анализе функций службы по управлению персоналом необходимо провести функционально-стоимостный анализ трудовой деятельности отдельных управленческих работников, функциональных подразделений, организации в целом и на этой основе разработать комплекс предложений по ее совершенствованию. Посредством функционально-стоимостного анализа выявляются излишние и несвойственные службе персонала функции, а также функции, не выполняемые в настоящее время работниками службы персонала. Отсутствуют необходимые функциональные взаимосвязи службы персонала с другими функциональными подразделениями организации: формировать организационную структуру службы персонала, разрабатывать кадровую политику и стратегию управления персоналом, осуществлять кадровое планирование, управлять мотивацией и стимулированием персонала, управлять социальным развитием, организовывать обучение, переподготовку и повышение квалификации персонала. Таким образом, необходимо разработать и внедрить мероприятия по повышению уровня качества функций по организации обучения, переподготовки и повышения квалификации персонала, управлению трудовой карьерой, управлению социальными и производственными конфликтами, внести изменения в положение о материальном стимулировании.

Ключевые слова: управление персоналом, стратегия, эффективность, организация, адаптация персонала, человеческий капитал.

Introduction

In the context of economic globalization and the adoption of market reforms the concept of human resource management has changed significantly. The current stage of development of economy of the

Republic of Kazakhstan is characterized by heavy deficit of highly skilled managers and experts of the universal type, a change in the requirements for the staff of enterprises and workforce policies. The development of market relations requires improving the efficiency and performance quality of

the management apparatus. Therewith the existing competitive environment dictates the need for more dynamic development of production and business, requires more initiative activities of managers at all levels to ensure the survival of enterprises and their future financial prosperity.

In order to implement the Development Strategy the University began to carry out targeted work to strengthen workforce capacity. The most important area of work with personnel today is the renewal of the personnel resource and improvement of the professional qualification of the managerial personnel [1].

At the enterprise the following series of partial system of the personnel management system of the enterprise are considered, reflecting such basic directions of work with personnel as: structural management system; work organization and selection and recruitment procedures; the wage system (Scheme of payment); employee engagement; personnel assessment; employee adaptation; employee development.

The organizational management structure of the L.N. Gumilov Eurasian National University is in-line functional and represents a clear division of labor, hierarchical pattern of management, use of are qualified specialists in each berth. This structure is based on the unity of the distribution of instructions, accordingly which only the superior

manager has the right to give orders. Compliance with this principle provides the unity of management and promotes to achieve the organization's goals [2].

In the structure of ENU named after L.N. Gumilov includes faculties and departments as well as scientific-research institutes, centers and laboratories. Effective management of this complex system and a competitive advantage is provided by the highly-qualified workforce capacity of the university. A rapid and well-timed solution of issues and tasks that assigned to the university is facilitated by an adaptive organizational structure and optimal numbers. Personnel policy is focused on achieving strategic directions for the development of the university.

Highly-qualified workforce is a key factor in providing the high quality of educational services and conducting progressive scientific research, and also guaranteeing the recognition of the university in the world academic space. Therefore, this direction is a priority for our university.

Results

For the current 2016-2017 academic year, the educational process at the university is carried out by teaching personnel of 4016 members in full-time faculty.

Table 1 – The personnel structure of the Eurasian National University named after L.N. Gumilov

№	Category of employees	Employees amount	% of the total number
1	Supervisors	56	1,4
2	Experts	403	10
3	Teaching Personnel	2505	62,4
4	Auxiliary Personnel (laboratory assistant, managers, techniques)	352	8,7
5	Household section personnel (plumbers, electricians, security, janitors)	700	17,5
6	Total:	4016	100

Note: Compiled by the author according to the source [3]

Table 1 shows that a personnel structure of the university is divided into five groups: supervisors (managers), experts, teaching personnel of the university, auxiliary personnel, household section personnel. It should be noted that a teaching personnel prevails by the faculty of the university – 62,4%, the household section personnel is 17,5% and the auxiliary personnel is 8,7%. The share of management personnel is 10%.

The quality of labor resources is determined by the level of education and practical skills (length of employment history in the specialty). Information on the educational level of the university personnel is given in table 2.

According to Table 2 it can be concluded that the administrative and managerial personnel of the L.N.Gumilov Eurasian National University are mainly staffed with qualified personnel with

a predominantly higher and vocational education. Higher education in the university has 75,9% of the total number of employees, a secondary special 3,3% of employees, vocational education have 14,3% and an average overall 6,5% of employees. According to figure 1 in 2016 the majority of

university employees are between 35-50 years of age, they account for 37,8%. The specific share of employees under 20 years in the total number of personnel is 1,39%. The number of employees from 20-35 years is 1440 people, which is 35,8% of the total number.

Table 2 – Information on the educational level of the employees of the L.N. Gumilov Eurasian National University

№	Category of employees	Education, person				Total
		Higher	Secondary professional	Professional-technical	Secondary general	
1	Supervisors	56	-	-	-	56
2	Experts	380	-	23	-	403
3	Teaching personnel	2505	-	-	-	2505
4	Auxiliary personnel (laboratory assistant, managers, techniques)	100	33	199	20	352
5	Household section personnel (plumbers, electricians, security, janitors)	11	98	352	239	700
6	Total:	3052	131	574	259	4016
7	% of the total amount	75,9	3,3	14,3	6,5	100

Note: Compiled by the author according to the source [2]

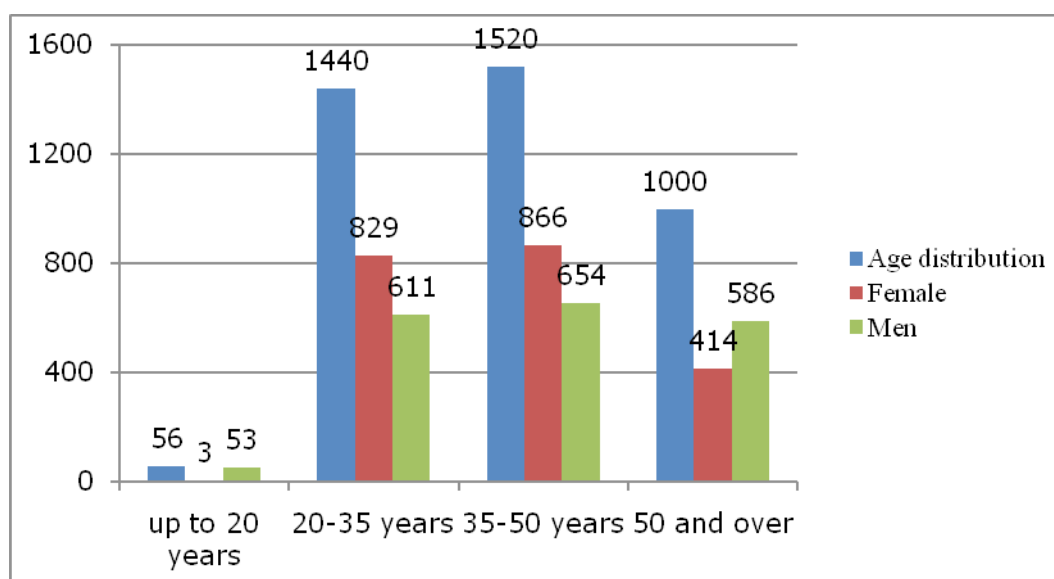


Figure 1 – Gender and age structure of the Eurasian National University named after L.N. Gumilov

Note: Compiled by the author according to the source [3]

In the age and gender structure of the university personnel women are prevails – 2112 people takes 52,5% while men at the university routine -1904 people is 47,4% that is 5,1% fewer than women. The largest number of women in the 35-50 age group is 21,6% of the total number of university personnel.

Consider to dynamics of the number of university personnel which is shown in Figure 2. (person)

According to the data it can be seen that from 2014 to 2016 there is a decrease in the number of personnel at the university. In 2015 compare to 2014 there is a decrease of 0,47% and in 2016 compare

to 2015 by 1,26%. The current downward trend in the number of university personnel indicates the availability of personnel turnover. Therefore, the university needs to take all necessary measures to prevent staff turnover, stimulate workers and create a favorable climate in the team [4].

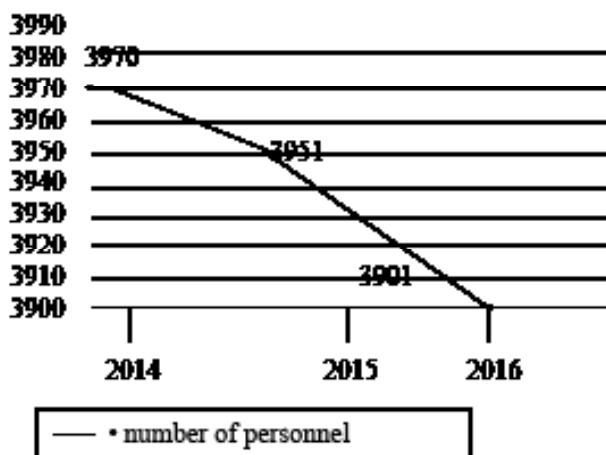


Figure 2 – Dynamics of personnel numbers of the Eurasian National University named after L.N. Gumilov
Note: Compiled by the author according to the source [3]

Thus, we can draw the following conclusions:

- employee turnover affects the productivity of not only those employees who intend to leave, but also those that continue to work that is the activities of the entire organization;
- the flow impedes the creation of an efficiently operating team negatively affects the corporate culture of the organization.

Therefore, to solve this problem the organization needs to develop a «personnel retention program» and take measures to motivate employees. So that in order to effectively use money as a motivator, it is necessary to pay a competitive salary for attraction and retention of specialists, and also to connect a payment for work with workmanship or result that the award was commensurable with real efforts of the worker [5]. It is also possible to use system of non-material stimulation. It is vital that the head of the organization was able to express the gratitude for work when the worker it deserved. Thereby, worker's pleasant emotions would be associated with high-quality and timely work performance.

For an effectiveness of the University's personnel system there is multipurpose electronic database on human resources «ARTA» has been created [6].

To maintain labor discipline and high motivation of the University personnel a system of incentives is provided: differential payment, commendation and gratitude letters from the leadership, badges and also a system of penalties: disciplinary penalties, reprimands, termination of employment agreement.

The discipline of labor is one of the most important point. For the management system of labor discipline it is necessary to develop measures to respond to violations of rules and labor regulations, non-fulfillment or failure of tasks, performance in an improper manner. The main activity of the Disciplinary Commission is the consideration of complaints and appeals from individual and legal persons to unlawful actions of ENU employees, consideration results of official investigations into violations of the requirements of the legislation of the Republic of Kazakhstan.

Following the principle of accessibility of the management and in order to improve the work of all departments for the personnel of the university, «Boxes of trust» and «Complaints books» are located in all buildings. Also on the university's webpage has a feedback form.

Labor relations of employees including their social and pensions as well as issues of social and society development are defined in the internal documents of the organization.

The main components of the pay system in the enterprise are [9]:

- normative documents on the basis of which the labor duties of the employee at his workplace are established and the scope of work to be performed (standards and norms of labor costs, workers and job descriptions, technological maps);
- the tariff system that determines the amount of payment for the established labor standards and the differentiation of payment, depending on the complexity of the work (qualification of the employee), working conditions at the workplace (harmful, dangerous, hard work and other special working conditions) and the significance of one or another type of work for Enterprises;
- a system of awarding employees for basic performance results, linking pay with the personal performance of the employee and the performance of the enterprise or their units;

Additional and incentive payments are linking a salary amount of an employee with personal business qualities, length of service at the university and providing increased efficiency of his work.

Taking into account the need to solve the industrial and economic problems of the university and the possibilities of standardizing labor and

taking into account its results, the present system establishes the following wage systems:

- time-based;
- simple piecework;
- progressive piece rate.

The source of wages and bonuses to employees is the wage fund. The salary of the employees of the organization includes (depending on the wage system established in relation to the position): salary (or tariff rate); Additional payments; Extra charges for continuous work experience at the university; Remuneration based on the results of work for the year; Additional payments (surcharges) provided for by the labor legislation for special working conditions (harmful, dangerous, hard work and other special working conditions) as well as for working conditions that deviate from normal work (when performing work of various qualifications, combining professions, working beyond normal duration of working hours, at night, weekends and public holidays); Other incentive allowances and additional compensatory payments[10].

With a time-based wage system, employees are paid for the time that they actually worked. At the same time work of the enterprise's employees is determined on the basis of the established monthly payment or the hourly tariff rate. The sizes of hourly tariff rates and salaries for various employees of the enterprise are established in section 2 of the Regulation «On the remuneration of labor of employees of the Eurasian National University named after L.N. Gumilov and approved by the staffing table.

With a simple piece-rate system of labor, the amount of wages is calculated on the basis of the piece rates established at the enterprise and the number of products and services that the employee performed. The piece rate is determined on the hourly base wage rate and the rate of production.

Employees are paid additional surcharges and surcharges to the tariff rates (salaries) within the established wage fund.

To the official salaries of employee's interest payments for long service periods to the official salaries of employees of the university are paid. The seniority bonus to the official salary of employees is paid depending on the length of service at the L.N. Gumilov Eurasian National University

Monthly allowance is paid for actually worked time in a given month. In spite of the fact that there is a differentiated payment to employees but the system for assessing the work of the staff is not sufficiently developed, that is why a monthly evaluation system should be introduced.

Personnel development is one of the tasks of the HR department. The Personnel Department is an independent structural unit and in this activity is subordinate to the supervisor of the rector's office. The Personnel Department is headed by the supervisor of the department, who is appointed and dismissed by the supervisor of the university on the proposal of the supervisor of the rector's office. The post of the supervisor of the personnel department of the university is assigned to a person with higher-professional education and work experience in organizing personnel management for at least 5 years [12].

The basic principles that the personnel department adheres to when recruiting staff for vacant positions:

1. Competence is the basic requirement that is presented to candidates. We study biographical data, professional careers and recommendations, determine the level of professional knowledge and skills.

2. Objectivity is to minimize the influence of the subjective opinion of the persons making the decision to admit the candidate.

3. Continuity-carry out constant work on selection of the best specialists, formation of the personnel reserve from external candidates and employees of the enterprise.

4. Scientific – use the most modern methods in the process of recruitment [13].

The main goal of the Personnel Department is to ensure the staffing of the university with the necessary number of employees and faculty, retraining and advanced training of the university staff. The analysis of the functions and tasks of the personnel department of the university is presented in table 3.

According to the data in table 3 it can be concluded that the personnel department solves the following issues:

- studies the reasons for turnover of employees, absenteeism and other violations of labor discipline;
- develops measures to strengthen labor discipline, eliminate absenteeism and reinforce staff. The analysis of the functions of the department is presented in table 3.

In accordance with the tasks assigned, the Human Resources Department performs the following functions [14]:

- development of the nomenclature of posts, which should be replaced by specialists with higher and secondary special education;
- verification of the correctness and validity of the proposals of the heads of departments and

divisions of the university on the appointment, relocation and release of employees;

- preparation of projects of orders and instructions of the university administration on personnel and personnel work;

- familiarization of incoming workers with the rules of internal labor regulations;

- checking the placement and use of senior engineering and technical personnel, support staff, the economic part of the staff in accordance with their specialty and qualifications;

- organization of selection of candidates for recommendation for training.

Table 3 – Analysis of the functions and tasks of the Human Resources Department of the LN Gumilov Eurasian National University

Criteria titles	The task of the Department	Actual state (real situation)
Organizational structure	Organizational structure is a scheme that shows the sequence of actions and interactions which are allows you to get the final result	<ol style="list-style-type: none"> 1. The structure of the university has a linear-functional construction principle. 2. The structure of the university does not fully reflect the real interaction between departments and their hierarchical construction. 3. The personnel department does not have a clear program for the development and career development of personnel.
Personnel recruitment	<ul style="list-style-type: none"> - organization of hiring of personnel; - organization of interviews and assessment, selection and reception of personnel; - accounting for the reception, encouragement and dismissal of personnel, carries out professional orientation and organization of rational use of personnel 	<ol style="list-style-type: none"> 1. Admission to work is formalized with an order which the employee must be acquainted with the signature. The basis for issuing an order is the employment contract concluded with an employee in accordance with Article 32 of the Labor Code of the Republic of Kazakhstan 2. Employment with the Eurasian National University named after L.N.Gumilov is usually carried out with the passage of a probationary period of up to 3 months. 3. There is no career development program. The signal for selection is initiated by a call or verbally.
Employee adaptation	<p>Adaptation and familiarization of staff. Direct supervisor and employed person:</p> <ul style="list-style-type: none"> - acquaints him with the work entrusted to him, as well as with the job description and rules necessary for him in working with documents; - explains to him his rights and duties, presents it to his colleagues at work, as well as the heads of units with whom he will have to interact in the process of work. 	<ol style="list-style-type: none"> 1. Initial briefing and familiarization with official duties are carried out. 2. Staff are little aware of the content of the work itself. 3. If the employee is discharged at his own request, the personnel department is not interested in the reasons for his dismissal.
Development and training of personnel	<p>The tasks of the department includes:</p> <ul style="list-style-type: none"> - to provide training, retraining and advanced training; - the introduction and adaptation of new employees; -to assess personnel, implement a business career and service-professional development, - organization of work with the personnel reserve 	<ol style="list-style-type: none"> 1. Employees of the university are not sufficiently aware of the opportunities for development and training. There is no plan for training employees 2. Requires improvement of the organizational system of the professional development of the Eurasian National University named after L.N.Gumilov

Note: Compiled by the author on the materials of the Eurasian National University named after L.N.Gumilov

Research methods

At the Eurasian National University named after L.N. Gumilov when recruiting personnel the following assessment methods are used which are given in table 4.

This table shows four methods of evaluation: questioning, initial interview, internship at the workplace, checking recommendations from previous jobs [15]. The procedure for selection and selection of personnel includes several stages. Determination of the need from personnel:

Stage 1 – An application for a discovery of a vacancy. Responsible for the 1st stage is a line manager. The application justifies the need to open a vacancy, the need for workplace equipment and job responsibilities of a new employee. The application for opening a vacancy is filled out on a special form by the line manager, in the department of which a vacancy is to be opened, and sent to the personnel department.

Stage 2 – Examination of the vacancy. Responsible for the 2nd stage is the Human Resources Director. On the basis of an application for a vacancy,

a vacancy review is conducted (identification of the objective needs of the department in the new employee). With a positive result of the examination of the vacancy, an application for the opening of a vacancy is sent for approval to the director.

Stage 3 – Description of the requirements for the candidate in the form of a specification as an addition to the application for the opening of a vacancy. Responsible for the 3rd stage is the Human Resources Director. The specification is compiled by a HR specialist with a line manager based on the application for the vacancy signed by the director.

Table 4 – Methods of assessment

Method of assessment	Advantages	Disadvantages	Veracity
Questionnaires	Allows you to collect key information about a candidate that is important when making a decision	The high probability of the candidate exaggerating his / her qualities, skills and knowledge	Average, needed an additional clarification
Primary interview	Allows you to accurately verify the accuracy of information contained in the questionnaire and assess a candidate's behavior	The inability to assess fully the candidate's ability and motivation, the high degree of influence of subjective факторов	High
On-the-job training	Possibility to look at the how is candidate working	Separation from the work of a specialist-tutor	Average, as in the process of acquiring skills and adaptation in the company, the candidate is not able to fully manifest himself
Checking recommendations from previous jobs	Evaluation of the conformity of the information provided with reality	Recommendations on the work of the candidate as a whole are given positive as a rule	Average

Note: Compiled by the author on the materials of the Eurasian National University named after L.N. Gumilov

The employer undertakes employment in accordance with the current labor legislation, with mandatory familiarization with working conditions, internal labor regulations and the contract as well as with a probationary period.

The procedure for the admission and dismissal of employees, the basic rights, duties and responsibilities of the parties to employment relations, the mode of work, rest time, measures of encouragement and recovery applied to employees are regulated by the internal labor regulations of the L.N. Gumilov Eurasian National University.

Before making a decision on admission of the applicant to a vacant position with a view to more fully assessing his professional and business qualities, the Administration may invite him to submit a brief written description (summary) of the work previously performed.

Admission to work is formalized by an order, with which the employee must be acquainted with the signature. The basis for issuing an order is the labor contract concluded with the employee in accordance with Article 32 of the Labor Code of the Republic of Kazakhstan [16].

Employees of the Eurasian National University named after L.N. Gumilov are given an annual basic paid leave with preservation of the place of work (position) and average earnings lasting 24 calendar days and the faculty of the university 48 consecutive days.

Thus, based on the results of this analysis, it is possible to list the following problems in the personnel management system at the L.N. Gumilov Eurasian National University:

1) There is a slight turnover of personnel, which adversely affects the labor motivation of employees and the organization's dedication.

2) The structure of the university does not fully reflect the real interaction between departments and their hierarchical construction.

3) The personnel department of the university does not have a clear program for the development and career development of personnel.

4) There is no career development program.

5) The personnel assessment system is not sufficiently developed.

6) There is no plan for training employees.

7) Personnel department staff do not have clear delineation of powers, according to the tasks of each of the subsystems of the personnel management system.

In order to give a full assessment of the effectiveness of the personnel management system from the point of view of the main purpose of the enterprise's operation, to wit, increasing the productivity, it is necessary to conduct a functional and cost analysis of the labor activity of the personnel of the L.N.Gumilov Eurasian National University.

Evaluation of the organization's human resources service is based on determining how much it contributes to achieve organization's goals and an accomplishment of the tasks assigned to it.

To assess the effectiveness of the human resource management system at the L.N. Gumilov Eurasian National University.

It is necessary to investigate and analyze the functions of the staff service. Since, the concept of developing personnel management implies that the subsystems that make up the personnel management system are traditional functions of the personnel management service [17].

When assessing the effectiveness of the personnel management system at the enterprise and analyzing the functions of the personnel management service, it is necessary to conduct a functional and cost analysis of the work activity of individual managers, functional divisions, the organization as a whole and on this basis, develop a set of proposals for its improvement. Through functional and cost analysis, the functions that are unnecessary and unusual to the service of the staff are revealed as well as functions that are not currently performed by personnel.

The management functions must be divided into main, main and auxiliary ones. The main function is a function for which the analyzed unit of the organization's management is created.

The data obtained as a result of the wording, classification of the functions of the personnel service as well as determining the costs for their implementation which are calculated on the basis of the reporting documentation and expert interviews of specialists and heads of the personnel service are presented in table 5.

Table 5 – Formulation and classification of the functions of the personnel service

№	Function titles			Function type	Expenses for the performance of the function during the year, tenge
	An action	directed at	Supplement to title		
1	Formulate	organizational structure	of personnel services	O	90500
2	Develop	manning table	of personnel services	B	94500
3	Implement	records management	of personnel	B	115740
4	Organize	accounting system		B	51680
5	Develop	personnel policy and strategy	of personnel management	O	0
6	Analyze	activity	HR Department	B	0
7	Implement	marketing	of personnel	B	0
8	Implement	planning	of personnel	O	52100
9	Identify	demand	in personnel	B	42100
10	Implement	rate setting and charging		B	0
11	Implement	hiring, evaluating and selecting	of personnel	O	134406
12	Develop	the system	of testing	B	94660

Continuation of table 5

№	Function titles			Function type	Expenses for the performance of the function during the year, tenge
	An action	directed at	Supplement to title		
13	Sustain	relations	with an external and internal sources of personnel recruitment	B	139380
14	Develop	the system	of evaluate and selection of personnel	B	214490
15	Implement	an adaptation	of personnel	O	10780
16	Implement	a socialization	of personnel	B	0
17	Implement	a career-guidance	of personnel	B	10200
18	Form	the community	of labor	O	75990
19	Develop	the philosophy	of personnel management	B	0
20	Form	the culture	of community	B	52000
21	Manage	conflicts	social and industry	O	40620
22	Manage	ethical standards	of relationships	B	0
23	Manage	motivation and incentives	of personnel	O	111500
24	Implement	incentives	of moral	B	30110
25	Develop	the system	organization and payment of labor	B	52100
26	Manage	the development	social	O	0
27	Provide	safety	of personnel	B	0
28	Provide	protection and insurance	social	B	0
29	Manage	career	of labor	O	54170
30	Develop	the system	of professional promotion	B	0
31	Manage	fund	of department	B	0
32	Compose	career plans	personal	B	0
33	Organize	training in retraining and promotion rise	of personnel	O	103930
34	Organize	development of	curricula and programs	B	55400
35	Control	quality	of studies	B	34330
36	Carry out	validation	of personnel	O	80200
37	Develop	procedure	of personnel certification	B	89370
38	Implement	selection and arrangement	of personnel	O	96300
39	Develop	methodologies	of selection and placement of personnel	B	100530
40	Control	applying	of personnel	B	0
41	Calculate	wages	of personnel members	И	50780
42	Plan	organization of courses	on preparation for the improvement professional skills of workers	И	11450

Note: 1. Compiled by the author; 2. O – Basic Function; 3. B –Auxiliary function; 4. И – Superfluous, uncharacteristic function

According to table 5 it can be seen that as a result of the functional and cost analysis, the following unnecessary and unusual functions of the personnel were identified:

- calculate salaries for employees of the personnel service, costs – 50780 tenge per year;
- plan the organization of courses on training and professional development of employees – 11450 tenge per year;
- issue salaries to employees of the personnel service -12400 tenge per year.

The main functions are necessary for the implementation of the main function, without them the main function cannot be implemented.

If you perform a value evaluation of functions and mark these values on a diagram this will reveal the distribution of values by functions and chart areas and determine the directions for which you should work to minimize the unnecessary costs associated with the implementation of a particular management function.

As a result of executing unnecessary functions, the workload of the personnel service becomes excessive, which hinders the fulfillment of their immediate duties [18].

So, you can list the main functions that the human resources department does not perform:

- to develop personnel policy and strategy of personnel management;
- manage social development.

And also there are auxiliary functions that are not performed by the personnel department: analyze the activities of the staff service; to carry out marketing of the personnel; to carry out rationing and tariffing;

to carry out the socialization of personnel; develop a philosophy of personnel management; to manage ethical norms of relationships; ensure the safety of personnel;

- provide social protection and insurance; manage the personnel reserve; develop a system of professional and professional promotion; monitor the use of personnel.

The functions listed above are unnecessary for the personnel department to be transferred to the relevant departments of the university (to the accounting department and the rector's office).

Then the scheme of functional interrelationships of the personnel department is constructed, with the help of which excessive and missing horizontal and vertical connections of the personnel department with other functional divisions of the university are identified for each function.

In table 6, functional relationships are presented in the form of fractions. The numerators are actual functional interrelations, and the denominator denotes normative, most rational functional relationships. Also under this scheme, it is possible to identify which units are involved in the implementation of a function, and which are limited to providing information.

For example, all functional units should not only provide the initial data and information needed to perform functions: «Implement personnel planning», «Manage staff motivation and incentives» and «Organize training, retraining and staff development», but also participate in the implementation of these functions. Functions [18,19].

Table 6 – Scheme of functional relationships between the human resources department and other functional units at the L.N.Gumilov Eurasian National University

№	Function titles of personnel services	Functional titles unit						
		HRM	D	AD	EPD	ITD	Departments	President-ship
1	Form the organizational structure of the personnel service	$\frac{O}{O}$	$\frac{\Pi}{\Pi}$	$\frac{\Pi}{\Pi}$	$\frac{\Pi}{\Pi}$	$\frac{\Pi}{\Pi}$	$\frac{\Pi}{\Pi}$	$\frac{P}{P}$
2	Develop personnel policy and HR strategy	$\frac{\Pi}{O}$	$\frac{\Pi}{\Pi}$	$\frac{\Pi}{\Pi, C}$	$\frac{\Pi}{\Pi}$	$\frac{\Pi}{\Pi}$	$\frac{\Pi}{\Pi}$	$\frac{\Pi}{P}$
3	Carry out personnel planning	$\frac{O}{O}$	$\frac{\Pi}{\Pi, Y}$	$\frac{C}{Y, C}$	$\frac{\Pi}{\Pi, Y}$	$\frac{C}{Y, C}$	$\frac{\Pi}{\Pi, Y}$	$\frac{P}{P}$
4	Carry out hiring, evaluation and selection of personnel	$\frac{O}{O}$	$\frac{\Pi}{\Pi}$	$\frac{Y}{Y}$	$\frac{\Pi}{\Pi}$	$\frac{Y}{Y}$	$\frac{\Pi}{\Pi}$	$\frac{P}{P}$
5	Implement adaptation of personnel	$\frac{O}{O}$	$\frac{\Pi}{Y}$	$\frac{Y}{Y}$	$\frac{Y}{Y}$	$\frac{Y}{Y}$	$\frac{Y}{Y}$	$\frac{P}{P}$

№	Function titles of personnel services	Functional titles unit						
		HRM	D	AD	EPD	ITD	Departments	President-ship
6	To form a labor collective	$\frac{O}{O}$	$\frac{Y}{\Pi}$	$\frac{Y}{Y}$	$\frac{\Pi}{\Pi}$	$\frac{Y}{Y}$	$\frac{Y}{Y}$	$\frac{P}{P}$
7	Manage social and industrial conflicts	$\frac{O}{O}$	$\frac{Y}{\Pi}$	$\frac{Y,C}{Y}$	$\frac{Y}{Y,\Pi}$	$\frac{Y}{Y}$	$\frac{Y}{Y,\Pi}$	$\frac{P}{P}$
8	Manage motivation and stimulate personnel	$\frac{O}{O}$	$\frac{\Pi}{Y,\Pi}$	$\frac{\Pi}{Y,\Pi}$	$\frac{\Pi}{Y,\Pi}$	$\frac{\Pi}{Y,\Pi}$	$\frac{\Pi}{Y,\Pi}$	$\frac{P}{P}$
9	Manage social development	$\frac{-}{O}$	$\frac{-}{Y}$	$\frac{-}{Y}$	$\frac{-}{Y}$	$\frac{-}{Y}$	$\frac{-}{Y}$	$\frac{-}{P}$
10	Manage career of labor	$\frac{O}{O}$	$\frac{Y}{Y}$	$\frac{Y}{Y}$	$\frac{\Pi}{\Pi}$	$\frac{Y}{Y}$	$\frac{Y}{Y}$	$\frac{P}{P}$
11	Organize training, retraining and advanced training of personnel	$\frac{O}{O}$	$\frac{\Pi}{\Pi,Y}$	$\frac{C}{Y,C}$	$\frac{\Pi}{\Pi,Y}$	$\frac{\Pi}{\Pi,Y}$	$\frac{\Pi}{\Pi,Y}$	$\frac{P}{P}$
12	Carry out personnel certification	$\frac{O}{O}$	$\frac{\Pi}{\Pi}$	$\frac{Y,C}{Y}$	$\frac{Y,\Pi}{\Pi}$	$\frac{Y}{Y}$	$\frac{Y}{Y}$	$\frac{P}{P}$
13	Carry out selection and placement of personnel	$\frac{O}{O}$	$\frac{\Pi}{\Pi}$	$\frac{Y}{Y}$	$\frac{\Pi}{\Pi}$	$\frac{Y}{Y}$	$\frac{\Pi}{Y}$	$\frac{P}{P}$
<p>Note:</p> <p>1. O – Is responsible for the performance of this function, organizes an execution, prepares and draws up the necessary document; Π – represents the initial data, the information necessary to perform this function; Y- participates in the performance of this function, visits the prepared document; C – coordinates the prepared document on the function; P- decides, affirms, signs the document.</p> <p>2. HRM – Human Resource Management; D- Departments; AD-Accounting Department EPD – Economic Planning Department; ITD- Information Technologies Department; Departments; P.- Presidentship</p>								

Table 6 shows that it is superfluous to associate the personnel service with the accounting function: to conduct personnel certification and manage social and industrial conflicts since there is no need to coordinate documents with these accounts with the accounting department. At the same time there are no necessary functional relationships between the personnel service and other functional departments of the organization in terms of functions: to form the organizational structure of the personnel service to develop personnel policy and personnel management strategy, carrying out personnel planning, manage social development, organize training, retraining and personnel development.

Findings

Based on the results of the analysis, it can be concluded that the relationship between the staff service and accounting is a social and industrial conflict, since there is no need to coordinate with the accounts department documents on these

functions. Also, there are no necessary functional interrelationships between the staff service and other functional departments of the organization in terms of functions: to form the organizational structure of the personnel service, to develop personnel policy and personnel management strategy, to carry out personnel planning, to manage motivation and stimulation of personnel, to manage social development, to organize training, retraining and further training personnel [20].

Thus, taking into account identified by the analysis of the functions and the costs of their implementation of the most important tasks are formulated to improve the organization of work and the difficult process of the personnel department. It is necessary to develop and implement measures to improve the quality of the functions of organizing training, retraining and improving the skills of personnel, managing the career, managing social and industrial conflicts, and making changes to the provision for material incentives.

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