

CREATING A METHODOLOGICAL BASIS FOR MEASURING THE QUALITY OF AN EFFECTIVE LABOR PROCESS MANAGEMENT

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Abstract. The efficiency of the labor process directly depends on the productivity of employees and the interaction between the company and the employee. The aim of the article is to study the existing methodological approaches to measuring the quality of management of effective labor process and the prerequisites for creating a new methodological approach to personnel audit to assess the quality of company management. The research methodology involves the use of methods of analysis and synthesis, methods of comparative analysis and the method of generalization. The main results presented in the article are the study of the experience of foreign corporations aimed at assessing productivity, analysis of factors affecting productivity, as well as the creation of measures to improve the practice of using this indicator. The main approaches to the analysis and diagnosis of organizational culture are studied, which differ in the degree of complexity and depend on the tasks to be solved. It is established that the use of labor productivity as a criterion of efficiency makes it possible to assess the results of work, both the organization as a whole and individual employees. The internal organizational environment is an important factor that affects the efficiency of the work process. The relationship between subordinate and manager is an important factor for an effective work process. The employee is an element of the internal organizational environment. An original set of organizational values was formed during the team creation. This set is called the organizational culture. The organizational culture manages the tools that allow to identify and update the humanistic reserves of effectiveness. It is established that the new methodology for assessing the quality of management of labor process efficiency can be based on labor productivity and organizational culture.

Keywords: labor productivity; methods; quality of company management; employee; labor process; efficiency.

JEL Classification: C44, C52, J24

Formulas: 0; **fig.:** 0; **tabl.:** 1; **bibl.:** 16

Introduction. Assessing labor productivity as a quality and efficiency indicator of the labor process, it is necessary to note its role in managing the economic system of various countries through the prism of personnel management and the quality of interaction between company and employee. In the international community, special attention is paid to the management of the labor process and the selection of quality personnel, managers of the upper and middle rings.

Literature review. The World Forum for Economic Co-operation and Development Organization (July 2019, Australia) pointed out that productivity is a key source of good management and economic growth, as well as improving living standards. The report says that "Organization of economic cooperation and development pays special attention to internal organizational factors that affect productivity, including the interaction of employees and the organization and their socio-cultural part". [1, p. 6-13].

Activities of various foreign organizations, such as:

- The Japan Productivity Center (JPC) [2],

- Rationalisierungs und Innovationszentrum der Deutschen Wirtschaft (RKW) [3],
- National Productivity Center (NPC) [3],
- The European Association of National Productivity Centers (EANPC) [4],
- The Asian Productivity Organization (APO) [5],
- The Center of Productivity and Prosperity (CPP) [6],
- American Productivity and Quality Center (APQC) [7] and others, aimed at studying productivity, analyzing factors that affect productivity, as well as creating measures to improve the practical application of this indicator.

The economic literature describes various approaches to measuring labor productivity. These approaches are theoretical and can be applied in practice. Various aspects are described in the works of O. Marshall, K. Marx, F. Taylor and other researchers. According to K. Marx, time savings is a measure of the employee productivity effectiveness and organization of working time. [8, p117].

Aims. The aim of the article is to study the existing methodological approaches to measuring the quality of management of effective labor process and the prerequisites for creating a new methodological approach to personnel audit to assess the quality of company management.

Methods. The research methodology involves the use of methods of analysis and synthesis, methods of comparative analysis and the method of generalization.

Results. The formation and change of organizational culture always begins with an analysis of its current state, then reveals the prospective state of organizational culture and quantification of contradictions between staff and group profiles of organizational culture within the organization [9, p. 61-65]. Establishing the relationship of the responsible individual organizational culture degree with the group is necessary to develop organizational solutions aimed at improving the efficiency of the workers labor process in the organization.

There are different approaches to the analysis of organizational culture, which differ in complexity and depend on the tasks. The choice of organizational culture assessment option for this paper was based on a comparison of methods [9, p. 61-65], [10, p. 5-15], given in table 1, based on the practical values and reliability of the results, the possible quantitative interpretation of the data, as well as labor costs to achieve them.

Each of those listed in table 1 approaches to the description of the organizational culture assessment has its own characteristics. The method of E. Shane clinical research is a holistic approach that allows you to get the most accurate results in the diagnosis of the deep level of organizational culture, but requires special psychology knowledge. The method of identifying the relationship of organizational structure with organizational culture, which is proposed by Charles Handy, is easy to use, but subject to environmental factors. The application of some methods such as C. Orley, J. Chatman and D. Caldwell is difficult because there is no adapted tool and sufficient evidence of reliable results. The method called the model of "managerial lattice" proposed by R.R. Blake, JS Mouton helps to visualize the organizational culture of

the organization. At the same time it limits the possibility of choosing management decisions.

Table 1. Analysis of methods for organizational culture assessing

Author	Methodology	Typology of cultures	Features of application
Edgar H. Schein [11, c. 35-42]	Methods of clinical experiment	Artifacts (surface level)	High quality, reliability, clarity, interest and involvement of participants in the diagnostic process, the availability of special knowledge for the experiment.
		Proclamations and values (surface level)	
		Basic basic concepts (in-depth analysis)	
C. Handy [12, c. 180-216]	Methods of interaction of organizational structure with organizational culture	Manager's culture	Theoretical basis of the methodology, ease of use, universality, assessment of the external environment impact on the organizational culture
		Role culture	
		Task culture	
		Personality culture	
R. Blake, J. Mounton [13, c. 17-27]	"Management lattice" model	"Club out of town"	Possibility of practical application of the methodology, graphical representation of results, subjectivity of assessment (depending on the position of the head), limited management decisions (focus on the interest of the company or focus on human interest)
		"Power-subordination"	
		"Organizational management"	
		"Team Management" Group	
		Combined management	
J. Sonnenfeld [14, c. 97-101]	Career development system (emergence and distribution of leadership)	"Baseball Team"	Assessment of the organizational culture type based on type of activity, not taken into account the mechanism of individual organization evaluation, consideration of mixed types of the organizational culture
		"Fortress"	
		"Academy"	
		"Club"	
C. O'Relly, J. Chatman, D. Caldwell [15, c. 487-516]	Methods of profile approach to organizational culture (Organization Culture Profile - OCP)	Innovation	Evaluation and comparison of individual and group characteristics using correlation, workload; lack of adaptive tools, low level of reliable results.
		Attention to detail	
		Team spirit	
		Aggressiveness	
		Focus on interaction	
		Respect for people	
		Determination	

Source: the table is compiled by the author based on a literature example [10, p. 5-15]

Discussion. The efficiency of the labor process is determined by the indicator of labor productivity, the number of products or services produced by the worker per unit time. The use of labor productivity as a criterion of efficiency makes it possible to assess the results of work, both the organization and individual employees.

The internal organizational environment is an important factor that affects the efficiency of the work process. The relationship between subordinate and manager is an important factor for an effective work process. The employee is an element of the internal organizational environment. An original set of organizational values is formed during the team creation. This set is called the organizational culture. The organizational culture manages the tools that allow to identify and update the humanistic reserves of effectiveness. Effective management depends on the correct

selection of personnel who pass the first step of selection through a questionnaire. The questionnaire allows you to get detailed answers on professional and general questions. Questionnaires save time, which is important for each party. The obligatory question in the questionnaire is the attitude to organizational culture and the test task on the essence of organizational culture in the organization.

Conclusions. The main results presented in the article are the study of the experience of foreign corporations aimed at assessing productivity, analysis of factors affecting productivity, as well as the creation of measures to improve the practice of using this indicator. The main approaches to the analysis and diagnosis of organizational culture are studied, which differ in the degree of complexity and depend on the tasks to be solved. It is established that the use of labor productivity as a criterion of efficiency makes it possible to assess the results of work, both the organization as a whole and individual employees. It is established that the new methodology for assessing the quality of management of labor process efficiency can be based on labor productivity and organizational culture.

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