

## HUMAN RESOURCES AND FUNCTIONS OF THE MANAGEMENT OF THE EDUCATIONAL ORGANIZATION

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**Abstract.** Modernization and reform of the Ukrainian education system requires a change in approaches to the management of educational institutions, ie the application of the concept of pedagogical management. The main productive force of the educational organization is the scientific and pedagogical staff, which provides quality services for the training of young professionals and creates intellectual products of scientific and technical creativity, and for this it must be effectively managed. In the conditions of market relations there are certain threats in the personnel management system of the educational institution: loss of results of scientific and technical developments, conflicts of personnel, mistakes in the performance of professional duties, corruption, theft. The purpose of the article is to clarify the essence of personnel security of higher education and characterize the management function of the educational organization. The security of the higher educational institution is characterized, which is a set of organizational and managerial measures aimed at creating comfortable and safe conditions for the implementation of educational and scientific activities by participants in the educational process. It is established that the financial and economic security of the educational organization is a system of effective tools of managerial influence on the teaching staff, aimed at the effective use of scientific, material, financial resources to ensure the quality of educational services. It is proved that personnel security of a higher education institution is the creation of a system of measures to counteract the negative threats of the educational environment, using administrative, organizational, socio-psychological management methods to protect the labor interests of research and teaching staff and promote creative activity. The article identifies and characterizes the practical application of the functions of pedagogical management of higher education: management decisions, planning, organization, motivation, control, coordination and regulation.

**Keywords:** personnel security, economic security, institution of higher education, pedagogical management, functions of pedagogical management.

**JEL Classification:** I20, J01

**Formulas:** 0; **fig.:** 0; **tabl.:** 1; **bibl.:** 18

**Introduction.** The issue of modernizing the management of the higher education system remains relevant at the stage of Ukraine's integration into the single European educational space. In particular, the reform in the field of educational management, in parallel with the Bologna Process, is of great importance for the future economic development of Ukraine. In the theory and practice of educational management, the purpose, tasks, content of management of educational systems are changing, the structure and style of management is changing, the responsibility of heads of educational institutions for the consequences of decisions is increasing.

A significant role in this process is given to the managers of educational institutions, the purpose of which is to ensure the economic efficiency of the organization and provide quality educational services to students.

**Literature review.** Problems of ensuring the personnel security of the enterprise were studied by domestic and foreign scientists: O. Arefieva, V. Alkem, A. Kibanov, G. Kozachenko, J. Kryl, N. Shvets and others.

An integral element of the economic security of the organization is the personnel security of the enterprise.

The problem of economic security of the enterprise is considered in the works of the following scientists: O. Arefeva, S. Lobunska, N. Podluzhna, V. Ponomarenko, I. Tsyhylyk and others.

However, the personnel security of the educational organization is almost unexplored, which leads to further searches to solve this problem.

**Aims.** The purpose of the article is to clarify the essence of personnel security of higher education and characterize the management function of the educational organization.

**Methods.** Methods of scientific researches which were used in the given work are: general scientific – analysis, static and logical comparison, systematization and generalization, which made it possible to achieve the goal of the study.

**Results.** The system of Ukrainian higher education is a very vulnerable sector and, first of all, requires systematic and well-thought-out reforms that should strengthen it. Education and science should become the locomotive of economic development of the country: to train personnel with high-quality professional training and to create new intellectual products of scientific and technical creativity.

Scientific and pedagogical staff is the main productive force of the educational organization, as it provides the development of an intellectual product (know-how, patents, inventions, etc.) and the provision of quality training services for young professionals.

However, in the conditions of dynamic market development, certain threats in the personnel management system of an educational institution are possible. Various reasons can contribute to this: the outflow of scientific and pedagogical staff in search of higher wages, loss of results of scientific and technical developments, staff conflicts, errors in the performance of professional duties, corruption, theft.

The personnel security management system significantly increases the efficiency of economic activity of the enterprise, promotes the growth of trust on the part of business partners, controlling government agencies and investors.

According to A. Kibanov, personnel security is a general direction of personnel work, ie a set of principles, methods, forms of organizational mechanism for developing goals, objectives aimed at preserving, strengthening and developing human resources, creating a responsible and highly productive team capable of timely respond to ever-changing market requirements taking into account the development strategy of the organization [9, p. 214].

First of all, it is necessary to determine the essence of the safety of educational activities.

The security of a higher education institution is a set of organizational and managerial measures aimed at creating comfortable and safe conditions for the

implementation of educational and scientific activities by participants in the educational process.

It should be noted that such security can be provided by the administration, technical and service staff, teachers and scientists of the institution, because they provide educational services and create comfortable conditions for student learning. It is important for an educational institution to select competent and highly qualified scientific and pedagogical staff, able to provide not only quality knowledge, professional skills and abilities, but also to create intellectual property products (author's pedagogical methods, educational developments, know-how, inventions, utility models, etc.). Safe conditions for training are also formed by service (methodologists, secretaries, laboratory assistants) and technical staff (cleaners, security guards, cooks, commandants), their role in this process cannot be underestimated.

Therefore, the priority for managers of higher education institutions is personnel security.

Personnel security is a type of economic security, the purpose of which is to ensure stable and stable operation of the enterprise, regardless of various negative subjective or objective factors.

Our survey of 15 heads of higher education institutions in the Kirovohrad region in Ukraine made it possible to identify and characterize a number of threats in personnel management.

The main threats to personnel security for higher education institutions can be summarized as follows:

- Low staff motivation - leads to an outflow of scientific and pedagogical staff in search of higher wages (due to the economic crisis in the education sector in the country), deteriorating quality of education for students, brain drain abroad, reduced productivity.
- Conflicts within the workforce, as well as between students - lead to violations of labor discipline and work schedule of the institution, violations of moral and ethical norms of behavior.
- Violation of the principles of academic integrity - causes plagiarism, compilation and pseudo-scientific developments, low quality of educational and methodological developments.
- Outdated material and technical base - leads to a decrease in the quality of practical and laboratory classes, a decrease in the number of acquired professional skills and abilities of students, low results of research and development.
- Official negligence - the appearance of errors in the performance of professional duties, errors in official documents, poor quality of teaching materials, loss of results of scientific and technical developments, corruption, theft of property.

In our opinion, personnel security of a higher education institution is the creation of a system of measures to combat negative threats to the educational environment, using administrative, organizational, socio-psychological management methods to protect the labor interests of research and teaching staff and promote creative activity.

First of all, in the first place in this process is the problem of economic security of higher education institutions (HEIs), to which managers should pay special attention.

The essence of financial security of the enterprise OV Lysa characterizes "as such state of finances of the enterprise which allows to resist the identified and potential threats by effective management of formation and use of the capital, and also risks in the course of the activity" [12, p. 60].

Financial security is defined as the ability of a higher education institution to maintain its independence from changes in the financial market, the degree of independence from creditors. Financial stability is laid in the process of making management decisions on the choice of sources of funding for the institution [5, p. 806].

The condition of financial stability of the organization is the presence of assets that in composition and volume meet the objectives of its long-term development, and reliable sources of their formation, which, although subject to inevitable and not always favorable effects of external factors, but have sufficient strength. The level of financial stability of a higher education institution is characterized by the maturity of debt on current liabilities, the speed of response to changing market conditions and the ability to finance new programs. In the long run - the immobilization of financial reserves to attract highly qualified teachers, staff training, improving the material and technical base, which reduces the level of financial stability [5, p. 806].

Scientist EP Kartuzov provides conditions for ensuring the financial security of the enterprise:

- high degree of harmonization and coordination of financial interests of the enterprise with the interests of the environment and the interests of its staff;
- the presence of a threat-resistant financial system at the enterprise, which is able to ensure the implementation of: financial interests, missions and tasks;
- balance and complexity of financial instruments and technologies used in the enterprise;
- constant and dynamic development of the financial system (subsystem) of the enterprise [6, p. 174].

Note that the educational organization does not create a material product, but provides educational services, creates intellectual capital (patents, developments). The educational environment of a higher education institution interacts with the information environment. Researcher SV Severina concludes that "without proper protection of the information environment of the enterprise it is impossible to ensure its economic security" [11, p. 160].

O.B. Cherevko recommends to prevent the loss and leakage of classified data at the enterprise to use the following means of its protection: physical, hardware, software, hardware and software, legislative, cryptographic and organizational methods [1, p. 159].

In particular, this applies to the loss of intellectual property, the results of theoretical and applied research, discoveries, which leads to economic losses (losses or lost profits).

Thus, the financial and economic security of the educational organization is a system of effective tools of managerial influence on the teaching staff, aimed at the effective use of scientific, material, financial resources to ensure the quality of educational services.

According to OV Sardak [15], "the process of anti-crisis personnel management in market conditions should consist of the following stages: analysis of the problem situation and state of the enterprise, diagnostics of human resources, development and implementation of measures for personnel marketing, development of anti-crisis personnel strategy and marketing support system, anti-crisis design personnel policy, development and organization of implementation of anti-crisis personnel decisions, development of measures to overcome and prevent conflicts, determination of measures for personnel risk management, control over the implementation of anti-crisis personnel decisions "[15, p. 143].

The specifics of education management, according to V. Kryzhko, lies in the features of the subject (subject of management, ie the head of the educational institution), the product of labor (information about the educational process), tools (word, language) and performance education manager (level of literacy, upbringing and development of students) [7, p. 30].

According to V. Luhov, education management is a purposeful change of its state. Usually management actions are aimed at achieving strategic priority goals of functioning and development of education. Modern educational priorities are: increasing the coverage of the population with education; providing lifelong learning; equal access to quality education; strengthening the role of the state in guaranteeing justice in education; humanization and democratization of education; increasing the professional competence of teachers; formation of state and public education management; dissemination of information on the quality of educational services; efficient and effective use of education expenditures [4, p. 944 –945].

The concept of "pedagogical management", which according to V. Kryzhko is a set of principles, methods, organizational forms and technological methods of managing the educational process, aimed at improving its efficiency [8].

Management of the education system is a complex process that has its own specifics compared to the management of other social systems. The implementation of basic management functions in this area is due to legislative and regulatory documents, elements of organizational culture that has developed in institutions and educational institutions, government agencies at all levels [11, p. 184].

Educational institution management - the activity of the control subsystem, aimed at creating prognostic, pedagogical, psychological, personnel, material and financial, organizational, legal, ergonomic, medical conditions necessary for the normal functioning and development of the educational institution [2, p. 8].

Management functions - the direction of management activities to achieve a certain goal [2, p. 8].

Based on the analysis of sources [1; 3; 4; 5; 7; 14; 16; 17; 18], it is possible to allocate and characterize the functions of pedagogical management in higher education institutions.

**Table 1. Functions of pedagogical management in higher education institutions**

Function name	The content of the function of pedagogical management
Making management decisions	Holding meetings and meetings of teachers of departments, meetings of the staff in order to make important decisions regarding the work of the educational institution and their individual structural units. Preparation of orders, decisions, instructions, instructions. Work and meetings of the student committee.
Planning	Forecasting and development strategy of educational institution. Drawing up curricula and working curricula based on higher education standards. Drawing up work plans of departments and deans' offices. Preparation of research programs and cultural and educational activities for students.
Organizing	Distribution of rights and responsibilities, delegation of powers to teachers. Consolidation of actions and performers. Building an organizational structure for the management of an educational institution. Carrying out planned educational, research and cultural-educational activities. Carrying out educational and extracurricular work with students: preparation for participation in scientific and sports Olympiads, competitions, holidays, management of student scientific circles, course and diploma projects, etc.
Motivation	Salaries, bonuses, allowances, surcharges (for teaching experience, for scientific degree and title, for class management, etc.). Certificates, announcements of gratitude, gifts, inscription on the board of honor. Persuasion and coercion to work, orders to perform actions and measures.
Control	Preparation of reports on the work done by deans and departments, presentation of the results of the implementation of individual work plans of teachers. Checking the quality of educational and methodological support of disciplines assigned to each teacher. Conducting open classes, mutual attendance of classes.
Coordination and regulation	Directing the work and efforts of teaching staff in the right direction. Explanations and remarks on the content of scientific and pedagogical work. Repair, adjustment and elimination of errors in the operation of equipment (office equipment, laboratory devices).

*Source: generated by the author*

Functions of pedagogical management first of all influence process and result of work of scientific and pedagogical personnel and students

The task of pedagogical management is to improve the quality of work (provision of educational services) as one of the components of personnel security.

The Law of Ukraine "On Higher Education" [10] provides an interpretation of the quality of higher education and the quality of educational activities.

The quality of higher education is a set of qualities of a person with higher education, which reflects his professional competence, value orientation, social orientation and determines the ability to meet both personal spiritual and material needs and the needs of society [10].

Quality of educational activity - a set of characteristics of the higher education system and its components, which determines its ability to meet the established and anticipated needs of an individual or (and) society [10].

The leading place among the functions of pedagogical management of a higher education institution belongs to objective quality control.

PAS. Mikhnenko [13] considers control in the management system of the organization. "Control is one of the functions of management, which is to compare the results of work with plans, norms and standards, as well as - to eliminate deviations. Control is a fundamental element of the management process. Control is a quantitative and qualitative assessment and accounting of the results of the organization "[13, p. 25].

The formation of economic security of higher education institutions, according to OI Dragan and LV Maznyk, is important for the formation and development of the entire educational system of the country in a highly competitive environment in the market of educational services. Consequences of the financial crisis, imperfect legislation, incomplete government reforms on higher education, use of morally and physically obsolete fixed assets and technologies, low level of protection of intellectual property, plagiarism, financial dependence on public funding, insufficient staff motivation - all these factors are reflected on the functioning of the university of the enterprise in general and on the state of its economic security in particular [3, p. 79].

**Discussion.** Thus, personnel security is the main important core of economic security of the university and directly depends on the correct management decisions and the successful application of the functions of pedagogical management. The interaction of personnel services and internal security of the educational institution will create conditions for effective work and personal safety of research and teaching staff and students.

**Conclusions.** Pedagogical management of a higher education institution is a system of principles, functions, methods and forms of management of educational, cultural, educational and research processes in an educational institution aimed at providing quality educational services to students.

It is established that the financial and economic security of the educational organization is a system of effective tools of managerial influence on the teaching staff, aimed at the effective use of scientific, material, financial resources to ensure the quality of educational services.

It is proved that personnel security of a higher education institution is the creation of a system of measures to counteract the negative threats to the educational environment, using administrative, organizational, socio-psychological management methods to protect the labor interests of research and teaching staff and promote creative activity.

The functions of pedagogical management of a higher education institution are defined and characterized: managerial decision - making, planning, organization, motivation, control, coordination and regulation.

Prospects for further research in this direction may be to build a management model of personnel security of higher education.

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