

A MODEL OF THE EFFECTIVENESS OF THE PERSONNEL MANAGEMENT SYSTEM

UM MODELO DA EFICÁCIA DO SISTEMA DE GESTÃO DE PESSOAL

Article received on: 11/3/2025

Article accepted on: 2/2/2026

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The authors declare that there is no conflict of interest

Abstract

Purpose: To analyze the effectiveness of personnel management systems in enterprises under conditions of high competition and increasing efficiency requirements. **Methodology/approach:** The study examines existing methods for assessing personnel management effectiveness and proposes a methodology that links personnel management indicators with general enterprise performance indicators, such as profit and revenue. The analysis focuses on the attraction of qualified personnel, employee motivation and satisfaction, training and development, and adaptation processes. **Originality/Relevance:** This research highlights the personnel management system as an integral part of enterprise management. The proposed methodology provides a practical framework for both newly established and long-operating companies to evaluate and improve the effectiveness of their personnel management practices. **Key findings:** The study identifies that the effectiveness of the personnel management system directly influences enterprise performance indicators. Comprehensive application of assessment methods yields a more

Resumo

Objetivo: Analisar a eficácia dos sistemas de gestão de pessoal em empresas em condições de alta concorrência e exigências crescentes de eficiência. **Metodologia/abordagem:** O estudo examina os métodos existentes para avaliar a eficácia da gestão de pessoal e propõe uma metodologia que vincula os indicadores de gestão de pessoal aos indicadores gerais de desempenho da empresa, como lucro e receita. **A análise se concentra na atração de pessoal qualificado, motivação e satisfação dos funcionários, treinamento e desenvolvimento e processos de adaptação.** **Originalidade/relevância:** Esta pesquisa destaca o sistema de gestão de pessoal como parte integrante da gestão empresarial. A metodologia proposta fornece uma estrutura prática para empresas recém-criadas e de longa data avaliarem e melhorarem a eficácia de suas práticas de gestão de pessoal. **Principais conclusões:** O estudo identifica que a eficácia do sistema de gestão de pessoal influencia diretamente os indicadores de desempenho empresarial. A aplicação abrangente de métodos de avaliação proporciona uma



objective understanding of personnel management efficiency. Theoretical/methodological contributions: The paper contributes to management science by offering an integrated approach to evaluating personnel management systems. It establishes a correlation between personnel management indicators and overall enterprise performance metrics, thus supporting strategic decision-making.

Keywords: Evaluation of Personnel Management Effectiveness. Enterprise Personnel Management Model. Enterprise Personnel Turnover. Labor Productivity Growth Rates. Correlation of Personnel Management Indicators.

compreensão mais objetiva da eficiência da gestão de pessoal. Contribuições teóricas/metodológicas: O artigo contribui para a ciência da gestão, oferecendo uma abordagem integrada para avaliar os sistemas de gestão de pessoal. Ele estabelece uma correlação entre os indicadores de gestão de pessoal e as métricas gerais de desempenho empresarial, apoiando assim a tomada de decisões estratégicas.

Palavras-chave: Avaliação da eficácia da gestão de pessoal. Modelo de gestão de pessoal empresarial. Pessoal empresarial. Rotatividade de pessoal. Taxas de crescimento da produtividade do trabalho. Correlação dos indicadores de gestão de pessoal.

1 INTRODUCTION

The works of both domestic and foreign scientists are devoted to evaluating the effectiveness of personnel management of enterprises. The authors proposed by various domestic and foreign scientists can be classified in different ways. We believe that the most detailed classification is presented by N.A. Nikolaev (2020). In his work, this author proposed such approaches to classification as: labor approach, motivational, investment-economic, system-targeted, social-marketing, functional-cost, and integrated approaches. From the point of view of the goals of individual elements and subsystems, the evaluation of the personnel management system is considered by such authors as A.Y. Kibanov (2014), S.A. Shvedina (2004), S.V. Shekshnya (2002), T.A. Berkovich and A.V. Pankovets (2016), A.M. Patrusova and T.V. Gubareva (2015) and others.

Approaches to evaluating the personnel management system in terms of increasing staff satisfaction and motivation are presented in the works of many domestic and foreign authors: B.N. Gerasimov (2019), V.A. Karavaev (2012), A.A. Dorofeeva and N.V. Furaeva (2011), A.Yu. Omelay (2012), D. Ulrich (2007), L. Zhang (2016), S. Brown (2011), M.I. Magura (2007), A.N. Onuchin (2012), M. Sandhya Sridevi (2010), J. Hellevig (2012) and others.

From the point of view of economic indicators in general and investment indicators in particular, the evaluation of the personnel management system is proposed

by such scientists as A.Y. Kibanov (2014), J. Phillips, D. Ulrich (2007), Yu.G. Odegov, L.R. Kotova (2009), L. Zhang (2016), and others. These authors propose, for example, such indicators as the return on investment in personnel, indicators of personnel management expenses per employee, etc. Along with economic indicators for assessing the effectiveness of the personnel management system, a number of authors propose using social indicators (staff turnover, satisfaction with working conditions, professional qualities of employees, etc.). These authors include, for example, L.M. Gaisina (2016), E.B. Talitskikh (2008).

G. Gemar *et al.* (2019), A.N. Zlygostev (2017) proposed a functional-cost approach to the evaluation of the personnel management system. The considered system is evaluated by A.Y. Kibanov (2014), V.N. Belkin (2007) are assessed using such indicators as the labor intensity of production, labor productivity, efficiency of business processes, etc.

A comprehensive approach to assessing the personnel management system is followed by such scientists as S.A. Miresei, T.G. Miraceti, N.S. Savchenko (2016), E.E. Ponomarenko (2010), N.A. Nikolaev (2020) and others. The management system is evaluated using various indicators that characterize the results of its activities (sales volume, net profit, staff turnover, labor productivity, etc.). N.A. Nikolaev suggests evaluating the personnel management system using various author's criteria, as well as using unique methods for calculating these indicators. This scientist studied the process of the impact of the position and structure of the personnel management system on the performance indicators of the labor indicators of employees of the organization in question (2020).

2 MATERIALS AND METHODS

The effectiveness of any system development is associated with the achievement of a positive synergistic effect. The criteria for the effectiveness of an enterprise as a socio-economic system are the indicators of expanded reproduction, namely, the profitability of its activities. If we consider this activity in dynamics, then the rate of the corresponding indicators should be considered an indicator of its development. In this part, we agree with M. Kiselev (2001), it is necessary to evaluate the dynamics of the

main indicators of the organization's activities by comparing the corresponding rates of their change.

To assess the effectiveness of the personnel management system, we propose using the method of the normative system of indicators. According to this method, a number of indicators that characterize the state of an enterprise are distributed according to the degree of decreasing their growth rates. Thus, in the ideal model, the growth rate of each indicator occupies a specific place. This methodology is used by the authors, for example, to assess the economic efficiency of corporate property management. D.E. Topychkanov (2004) developed a model of corporate property management, which involves assessing the correlation of various corporate indicators. The author, in particular, includes gross and net profit, dividend payments, common stock price, etc. in such indicators.

We used this approach in developing a model for managing the company's human resources. The model can be used at enterprises that produce goods and/or provide services and whose personnel is not associated with the implementation of project (temporary, one-time work), which on an ongoing basis conduct a policy of training, hiring and adapting employees, and are aimed at the constancy of the staff.

By analogy with the above model, we identified the following indicators of human resource management of the enterprise. Let us consider how these indicators are consistently related to each other.

1. Profit. The need for accelerated growth of net profit compared to the growth rate of such an indicator as the company's revenue is due to the following. The difference between these two indicators is that the company's revenue, in addition to net profit, also includes the company's expenses. Exceeding the growth rate of net profit over the growth rate of revenue indicates an improvement in the structure of the cost of production, an increase in the share of profit compared to the share of costs.
2. Sales volume (revenue). The growth rate of revenue should exceed the growth rate of wages. We are not talking about absolute indicators. Here we should talk about accelerating profit growth, reducing costs in general, reducing manual labor, etc. That is, the return on a unit of funds invested in an employee should grow. It should be clarified that an increase in labor productivity directly affects the main

resulting indicators of the company, such as net profit and revenue. This impact can be traced primarily in the process of increasing production and sales of goods, as well as through a decrease in the cost of production. The effect is seen in higher output, wider sales, and lower unit costs, enabling enterprises to strengthen competitiveness and profitability. However, cost reduction occurs only if labor productivity grows faster than employee wages; otherwise, savings are offset. When productivity outpaces wages, firms gain real advantages through reduced costs, higher margins, and greater potential for reinvestment (2012).

3. Wages of key workers. The rate of growth of wages of key workers should exceed the rate of growth of expenses on training and advanced training. Wages of key workers are an indicator of labor productivity growth. In this case, the so-called cumulative effect should work. Employers invest in human capital—through training, education, and better working conditions—not from altruism but to gain economic returns. The main goal is higher productivity, leading to lower costs, better quality, and stronger competitiveness. According to rational behavior theory, such investments are made only when expected benefits outweigh costs, making human capital development a strategic choice for long-term gains.
4. Expenses on training, advanced training and adaptation of employees. When managers of the company send employees to training courses, they believe that the employees will adapt to the new job at a faster pace. The result of this accelerated adaptation will be an increase in labor productivity. It should be clarified that not only newcomers but also already working employees who have some experience are sent to courses at enterprises. Employers pay money for employee training, counting on the fact that employees will receive the latest knowledge, competencies, and therefore improve their qualifications.
5. Personnel search expenses. From our point of view, personnel search expenses should grow at a higher rate than the growth rate of the number of core workers. This is due, in particular, to the fact that the search process itself should not be aimed at processing huge masses of human resources. This process is often associated with a large number of interviews, and, consequently, with large expenses. But these expenses should be aimed at high-quality search, the development of methods to find "the right employee." Rather than constantly

recruiting countless workers who will quit in large numbers for one reason or another. Dropout should take place at the very beginning of the selection process, not allowing employees to drop out when they have spent large resources on training and adaptation. The growth rate of these expenses is also explained by the fact that with the growth of the enterprise (which is directly related to the growth in the number of core staff), the requirements for the quality of employees and their qualifications increase, and it is sometimes much more difficult to find such employees.

6. The number of main workers. The growth rate of the number of core workers should be higher than the growth rate of the number of management personnel. With the expansion of the company's activities, the management system should be optimized. For example, the improvement of the organizational structure and the transition from a vertical structure to a horizontal one should involve reducing management levels, and, consequently, optimizing management decision-making, reducing management costs (which is related to the size of the management staff). Often, during the transition from a vertical linear-functional structure to a divisional one, there is a duplication of current expenses for performing management specialization functions. In our opinion, such optimization should provide for maximum automation of the performance of fairly typical operational management tasks, etc.
7. The number of management personnel. The growth in the number of management personnel (with simultaneous outstripping growth in the number of core personnel, labor productivity, etc.) indicates the expansion of the company's activities. In this case, we are not talking about the thoughtless growth of management personnel in absolute terms. With the expansion of the company and the corresponding growth of both the main and managerial staff, the work should be most focused on the quality of personnel management, which helps to reduce staff turnover and its negative manifestations (the presence of vacancies that have not been occupied for a long time, a drop in labor productivity, prolonged employee adaptation, increased labor conflicts, etc.).
8. Staff turnover. Staff turnover within the framework of the considered model, we consider staff turnover from the point of view of dismissed staff, that is, we

analyze the absolute indicator. From our point of view, staff turnover is an indicator of the effectiveness of the personnel search service. At the same time, the level of turnover in companies is not currently considered an indicator of the effectiveness of recruiters – they say other people are responsible for this. In fact, the term of a candidate's employment in a company can be managed already at the stage of his selection, choosing people who, according to statistics, are less likely to quit.

By calculating the real growth rates of selected indicators and replacing the values obtained with ranks according to the same rule, you can get real dynamics and compare it with the ideal one. The essence of the normative system of indicators is that the actual range of growth rates is ranked and then compared with the standard, after which the effectiveness of the personnel management system can be calculated based on the Spearman and Kendall coefficients.

The efficiency coefficient of the personnel management system (eq. 1) will take the following form:

$$K_{pm} = \frac{(1+K_{sp}) \times (1+K_{ken})}{4} \times 100\% \quad (1)$$

where:

K_{pm} – personnel management coefficient,

K_{sp} – Spearman's coefficient (eq. 2),

K_{ken} – Kendall coefficient (eq. 3).

$$K_{sp} = 1 - \frac{\sum_{s=1}^n Y_s^2}{n(n^2-1)}, \quad (2)$$

where:

Y_s - the difference between the actual and standard ranks for the s-th indicator,

n - the total number of indicators.

$$K_{ken} = 1 - \frac{4 \sum_{s=1}^n M_s}{n(n-1)} \quad (3)$$

where:

M_s - inversion of the s -th indicator (the difference between the actual and standard ranks if the actual rank is higher than the standard; otherwise, the inversion is zero).

In the ideal model, K_{pm} is 100%. Note that this model requires attention to the problem of accounting for inflation in the calculations. D.E. Topychkanov suggests calculating the coefficient of applicability of the methodology for assessing the effectiveness of corporate property management for a given period (the methodology is considered applicable if this coefficient is greater than fifty percent). To carry out the calculations, we used data adjusted for inflation.

It should be noted that in this article we do not provide detailed calculations and limit ourselves only to the final results and conclusions made on their basis.

We will conduct testing on a practical example. The example will be a real-life industrial enterprise, “Vectra” LLC (name changed), operating in the field of production. The main activities of the enterprise are the production of: plywood, furniture, bent-glued furniture parts, planed and peeled veneer, services for large-scale and small-scale production of bent-glued furniture components from glued veneer, plywood cutting.

We will summarize the data for calculating the efficiency coefficient of the personnel management system in Table 1.

Table 1

Data for calculating the efficiency coefficient of the personnel management system of “Vectra” LLC

Indicator	Growth rate of the indicator 2024 to 2023	The rank range assumed to be optimal	Actual Rank range (Xs)	Deviations of ranks (modulo)		Inversion (Ms)
				Ys	Ys2	
1 Income	0,12	1	8	7	49	7
2 Sales volume (revenue)	0,75	2	7	5	25	5
3 Salaries of the main workers	1,07	3	5	2	4	2
4 Expenses for training, professional development and adaptation of employees	1,12	4	3	-1	1	0
5 Personnel search costs	1,57	5	1	-4	16	0
6 Number of main workers	1,09	6	4	-2	4	0
7 Number of management personnel	1,00	7	6	-1	1	0
8 Staff turnover (number of people dismissed), people	1,32	8	2	-6	36	0
Total				0	136	14

The ideal personnel management ratio tends to 100%. As the calculations show, the actual personnel management ratio is 9.5%. As we can see, the efficiency of personnel management is very low and requires significant changes. We will conduct a detailed analysis of the components of the personnel management system.

In 2024, there was a significant drop in revenue and profit. The decrease in output is associated with the departure of some customers to competitors. The profit growth rate was 0.12 and is in 8th place. If we compare it with the revenue growth rate, we can assume that the lower growth rate is associated with a significant increase in costs, namely, personnel search (it is necessary to compensate for high staff turnover). The calculation of the attrition rate (the ratio of the number of dismissed to the average number of employees) showed its increase from 0.098 in 2023 to 0.123. 2024.

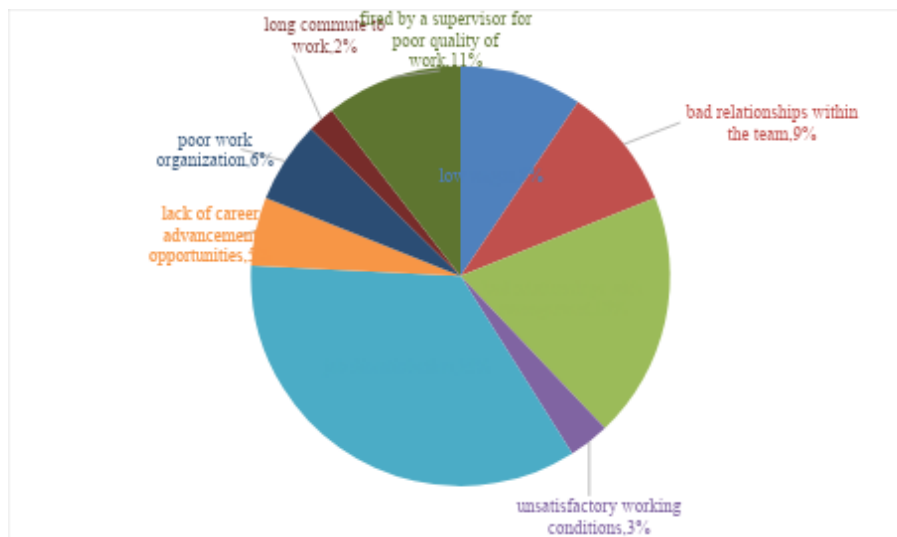
The growth of production costs is not associated with the growth of the number of personnel. This is evidenced by the fact that the growth rate of the number of key employees (the number of management personnel remained at the same level in 2024) was 1.09 (4th place in the rank), and the growth rate of wages was 1.07 (5th place in the rank).

The data in the table show the growth of expenses on training, advanced training and adaptation of employees. On the one hand, the growth rate of this indicator is higher

than the growth rate of the number of key employees (which corresponds to the main model). On the other hand, a more detailed analysis showed that, firstly, the rate of personnel turnover is in second place (and should be in the eighth, last place, according to the ideal model) and the rate of expenses on personnel search is in first place (and the rank of this indicator should be lower than the rank of the rate of expenses on training and adaptation). Thus, the enterprise spends a lot of money on personnel search, trains, conducts employee adaptation, but the employees do not stay at the enterprise. An analysis of the reasons for employee dismissal showed that job dissatisfaction is the most common (Fig. 1).

Figure 1

Reasons for dismissal of employees of “Vectra” LLC, %



A more detailed analysis of this reason revealed that the enterprise has virtually no professional adaptation of employees in the workplace, and there is no mentoring. This in turn affects relationships with the team, self-realization, the emergence of psychological problems and a decrease in labor productivity.

3 RESULTS

Based on the calculations and analysis of the factors of the low level of efficiency of the personnel management system, a number of proposals should be made to improve it:

1. Pay attention to changing the personnel selection system. This system should not be aimed at screening out a large number of applicants "manually", conducting interviews and analyzing resumes. This process should be automated as much as possible.
2. Personnel selection should be as targeted and precise as possible. In this regard, it is necessary to implement the personnel marketing function, both internal and external. As for internal marketing, it should be aimed at training and improving the skills of the company's existing personnel, promoting employees up the career ladder, etc. In terms of external personnel marketing, it should be aimed at working with professional educational institutions, creating a positive image of the company, etc.
3. As the analysis shows, significant work should be aimed at professional adaptation, in particular, by creating a mentoring system.
4. An important role in increasing the efficiency of the personnel management system is played by the formation and support of the psychological climate in the team. In our opinion, a significant role in this case should be given to issues of labor motivation, the formation of professional teams, the implementation of additional measures to improve working conditions and labor organization, etc.

4 CONCLUSION

The proposed methodology for assessing the effectiveness of the personnel management system, built on the basis of a standard system of indicators, allows us to correlate the most important indicators of human resource management of an enterprise, as well as correlate them with the most important indicators of the enterprise's activity (profit and revenue). The ideal model of personnel management of an enterprise is built in such a way that the indicators (profit, wages, number of workers, expenses for

personnel training, etc.) are in a clear sequence and have their own rank. Deviation from this rule allows us to judge the decrease in the effectiveness of the personnel management system, and, consequently, the need to take measures to eliminate deficiencies. The model can be used at any industrial enterprise. To improve the quality of the analysis, this assessment should be carried out dynamically, as well as in comparison with similar enterprises.

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Authors’ Contribution

All authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study’s findings are fully available within the article.

How to cite this article (APA)

Mechtcheriakova, S., Gurianova, E., Garipova, E., & Gurianov, V. (2026). A MODEL OF THE EFFECTIVENESS OF THE PERSONNEL MANAGEMENT SYSTEM. *Veredas Do Direito*, 23, e235128. <https://doi.org/10.18623/rvd.v23.5128>