

## Section 2. SOCIAL, HUMANITARIAN AND ECONOMIC PROBLEMS OF EDUCATION AND SCIENCE DEVELOPMENT IN THE 21TH CENTURY

UDC 331.1; JEL Classification: M10, M21

### LABOUR COST MANAGEMENT AS AN ELEMENT OF ORGANIZATION'S PERSONNEL POLICY

### УПРАВЛЕНИЕ ЗАТРАТАМИ НА ПЕРСОНАЛ КАК ЭЛЕМЕНТ КАДРОВОЙ ПОЛИТИКИ ОРГАНИЗАЦИИ

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#### ABSTRACT

LABOUR COSTS, LABOUR COSTS  
STRUCTURE, LABOUR COSTS MANAGEMENT,  
HR POLICY, HR POLICY PRIORITIES

*In this article, labour costs at the micro level are considered as an element of HR policy, reflecting the priorities of its financing. In the course of the labour costs study, a discrepancy in the labour costs structure with the priorities of an active HR policy was revealed. The need to change the structure of labour costs to ensure compliance with the priorities of HR policy proved. The expected result is an improvement in the organization's performance targets and staff efficiency.*

#### АННОТАЦИЯ

ЗАТРАТЫ НА ПЕРСОНАЛ, СТРУКТУРА ЗАТРАТ  
НА ПЕРСОНАЛ, УПРАВЛЕНИЕ ЗАТРАТАМИ НА  
ПЕРСОНАЛ, КАДРОВАЯ ПОЛИТИКА, ПРИОРИТЕ-  
ТЫ КАДРОВОЙ ПОЛИТИКИ

*В данной статье затраты на персонал на микроуровне рассматриваются как элемент кадровой политики, отражающий приоритеты ее финансирования. В ходе исследования затрат на персонал выявлено несоответствие структуры затрат на персонал приоритетам активной кадровой политики. Доказана необходимость изменения структуры затрат на персонал для обеспечения соответствия приоритетам кадровой политики. Ожидаемым результатом является улучшение целевых показателей деятельности организации и эффективности использования персонала.*

Personnel policy of the organization determines the main directions of impact on the staff of the organization to ensure its effective involvement in achieving the goals of the organization. As personnel becomes a key resource that determines the competitiveness and success of an organization, personnel policy and tools for its implementation are becoming of particular significance. Personnel policy is designed to create the conditions for meeting the need for personnel, attracting and developing highly qualified and motivated employees capable of ensuring the organization’s success in the market.

One of the most important tool for the personnel policy implementation is the determining the need for labour costs financing in accordance with the priorities of personnel policy, as well as the choice of sources of financing these costs.

Employee personnel costs are one of the key indicators that reflect the cost of labor, as well as the value of personnel for the organization. The content and structure of labour costs reflects the priorities of the company's personnel policy and serves as an object of analysis and management for personnel services. Table 1 presents the features of the personnel policy types and the nature of labour costs corresponding to each type.

Table 1 – The impact of personnel policy on the nature of labour costs

<b>Personnel policy type</b>	<b>Characteristics</b>	<b>Nature of labour costs</b>
Passive	forced reaction to personnel problems; emphasis on operational staffing decisions; formal evaluation of personnel and labor performance; unsystematic nature of learning; implicit nature of staffing priorities	dominance of wages and mandatory deductions; low level and random nature of investment labour costs; not all types of expenses are funded
Active	forecasting the need for personnel and their satisfaction; active impact on the personnel situation; monitoring team motivation and climate; availability of personnel programs	a significant proportion of the cost of training and development of personnel in the labour costs structure; financing of all or almost all types of labour costs; a significant proportion of additional wages in the payroll

The study of the impact of personnel policy on the labour costs structure was carried out on the basis of the statistical reporting data of enterprises incorporated into the Bellegprom

Concern. The data are presented by industry in aggregated form, the observation periods are 2012 and 2016. The number of industrial organizations incorporated into the concern during the study period increased from 81 to 113 organizations.

The data on the labour costs structure of the Belleprom Concern organizations is presented in Table 2.

Table 2 – Labour costs structure of the Belleprom organizations in 2012 and 2016

Type of labour costs	Percentage in labour costs, %	
	2012	2016
Salary fund	70,76	70,99
The cost of providing workers with housing	0,33	0,28
Social protection expenditure	25,09	24,96
Professional development costs	0,09	0,07
Costs for cultural and community services	0,22	0,20
Other costs	1,63	2,01
Interest on bank loans for the payment of wages	0,48	0,53
Income from shares and other income from participation in property management	1,40	0,96
Total:	100	100

Source: according to the Belleprom concern

The data shows that the labour costs is dominated by expenses for wages and social protection of workers (96 % of the total), which are borne by all organizations. These costs are obligatory, they reflect the cost of labor use for the organization.

The proportion of housing costs, as well as cultural and commodity services for workers that affect long-term motivation is decreasing. The extremely low level of expenditure on employee training and development (less than 0.1 %), as well as its reduction should also be admitted. Such an attitude to training and personnel development indicates a lack of priority for staff development in personnel policy and exposes the organization's ability to survive in the long term in a competitive environment. The negative upward trend in the share of interest on bank loans for salary payments indicates a shortcoming in the financial condition of the organizations of the concern, and a decline in the percentage of income from shares indicates a decline in financial results.

The structure of labour costs of industrial organizations of the concern corresponds to

the labour costs structure in the industry of the Republic of Belarus [1, 2]. Such a structure corresponds to the industrial period of development of economic relations and indicates the passivity of the personnel policies of the Concern’s organizations.

It should also be taken into account that labour costs types, that are not obligatory for organizations, are funded not by all enterprises of the Concern (Figure 1).



Figure 1 – Share of industrial organizations that are financing expenses, % of the total number of organizations of the Belleghrom Concern, 2012 and 2016

Source: according to the Belleghrom Concern

The data shows that there is a need to revise personnel policy and change its priorities in favor of active measures to influence personnel, increase long-term staff motivation, increase investment in personnel in the organizations studied to ensure their long-term survival.

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## PROBLEMS OF MIGRATION SECURITY IN THE REPUBLIC OF BELARUS

## ПРОБЛЕМЫ МИГРАЦИОННОЙ БЕЗОПАСНОСТИ РЕСПУБЛИКИ БЕЛАРУСЬ

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### ABSTRACT

*EXTERNAL MIGRATION, LABOR FORCE,  
MIGRATION SECURITY, IMMIGRANTS,  
MIGRATION POTENTIAL*

*In the recent years the international labor migration has become an integral part of the modern world economy. The chapter concerns the trends of the international migration in Belarus as well as the peculiarities of the quantitative and qualitative structure of labor migrants.*

### АННОТАЦИЯ

*ВНЕШНЯЯ МИГРАЦИЯ, РАБОЧАЯ СИЛА, МИГРАЦИОННАЯ БЕЗОПАСНОСТЬ, ИММИГРАНТЫ, МИГРАЦИОННЫЙ ПОТЕНЦИАЛ*

*На современном этапе международная трудовая миграция стала неотъемлемой частью современной мировой экономики, выступая одним из главных факторов социальных преобразований как в странах-донорах, так и в принимающих странах. В статье*