

Section 2. SOCIAL AND ECONOMIC PROBLEMS OF EDUCATION AND SCIENCE DEVELOPMENT IN THE 21st CENTURY

UDC 331.1; JEL Classification: M10, M21

LABOUR COSTS MANAGEMENT ANALYSIS IN THE ORGANIZATION

АНАЛИЗ УПРАВЛЕНИЯ ЗАТРАТАМИ НА ПЕРСОНАЛ В ОРГАНИЗАЦИИ

Aliakseyeva A.

Vitebsk State Technological University, Republic of Belarus

E-mail: Elena_d@tut.by

Алексеева Е. А.

Витебский государственный технологический университет, Республика Беларусь

ABSTRACT

LABOUR COSTS, LABOUR COSTS EFFICIENCY, LABOUR COSTS MANAGEMENT, STAFF PROFITABILITY

This article discusses the issues of the analysis and assessment of the efficiency of labour costs management. The author proposes an assessment method that includes the following stages: analysis of the composition, structure and dynamics of labour costs, analysis of labour costs using the controlling method, analysis of the labour costs management process, assessment of indicators of the efficiency of the labour costs use. The methodology is based on the data from the state statistical reporting forms,

АННОТАЦИЯ

ЗАТРАТЫ НА ПЕРСОНАЛ, ЭФФЕКТИВНОСТЬ ЗАТРАТ НА ПЕРСОНАЛ, УПРАВЛЕНИЕ ЗАТРАТАМИ НА ПЕРСОНАЛ, РЕНТАБЕЛЬНОСТЬ ПЕРСОНАЛА

В данной статье рассматриваются вопросы анализа и оценки эффективности управления затратами на персонал. Автором предлагается методика оценки, включающая следующие этапы: анализ состава, структуры и динамики затрат на персонал, анализ затрат на персонал методом контроллинга, анализ процесса управления затратами на персонал, оценку показателей эффективности использования затрат на персонал. Методика опирается на данные

and implies a survey of HR specialists. The method allows to identify the reasons for the efficiency decrease or increase, as well as to determine ways to optimize labour costs, which generally contributes to the improvement of the entire HR management system of the organization.

форм государственной статистической отчетности, а также подразумевает проведение анкетирования HR-специалистов. Методика позволяет не только выявить причины снижения или повышения эффективности, но и определить пути оптимизации затрат, что в целом способствует совершенствованию всей системы управления персоналом организации.

Labour costs management is aimed at labour costs optimizing, taking into account their compliance with HR (human resource) priorities and the expected economic and social effect through labour costs planning and analyzing, making decisions in the field of HR management, developing and implementing the organization's HR policy.

For the employer, labor costs are part of the total production costs, which have to be reimbursed through the sales. Labour costs are an integral indicator generally recognized for countries with market economies. It includes the totality of costs associated with attracting, remunerating, incentivizing, solving social problems, organizing work, and improving the working conditions of human resources.

In the practice of Belarusian enterprises, the employer's labour costs include wages, social payments, other expenses not related to the payroll and social benefits.

The method of labour cost management analysis proposed by the author includes the following stages:

Stage 1. Analysis of the labour costs management process. Labour costs management analysis starts from the analysis of the processes of formation, use and distribution of labour costs, criteria for labour costs allocating for their various types; priorities and sources of funding for these costs. To analyze the processes of the labour costs management, a survey method is used: the methodology contains a questionnaire for HR specialists, which allows to study the processes of formation and use of personnel costs. This involves studying the regulation on bonuses, the content of contracts with employees, the system of motivation and remuneration in a particular organization.

Stage 2. Analysis of the labour costs composition, structure and dynamics, its compliance with the organization's HR policy. The analysis is carried out on the basis of the data of the form of state statistical reporting 6-t "Report on the composition

of the payroll and other payments", which is provided once every two years [1–3]. During the analysis, it is also necessary to compare the labour costs dynamics with the dynamics of such indicators as the number of employees, sales proceeds, cost of production, value added, labor productivity, etc.

Stage 3. Analysis of labour costs using the controlling method involves:

- calculating the conditionally constant and conditionally variable parts in labour costs according to the criteria of depending on the amount of labor used (hours worked),
- allocation of the investment part in labour costs, which forms long-term motivation.

Stage 4. Assessment of indicators of the efficiency of the labour costs use. The following indicators can be used for this purpose:

- profit per employee;
- labour costs per employee;
- staff profitability (the ratio of profit to labour costs);
- labour costs per hour worked;
- the ratio of the average wage and the living wage budget;
- ratio of labor productivity growth to wages growth, etc.

The analysis of the effectiveness of the labour costs use is a guide to decision-making in the HR sector. It helps to identify the reasons for a decrease or increase in efficiency, as well as to determine ways to optimize costs, which generally contributes to the improvement of the entire HR management system of the enterprise. The choice of assessment indicators is crucial and requires justification.

Staff profitability is traditionally used as an indicator of the efficiency of labour costs use [5]. In the special literature, two ways to calculate the staff profitability can be found: as the ratio of net profit to the number of employees; as the ratio of net profit to the labour costs. The first method of calculation reflects the net profit per employee, while the labour costs are not taken into account. The second method does not take into account changes in the number of employees and in the labour productivity. Therefore, we will use both indicators in the analysis. At the same time, for clarity, the first calculation method will be called 'the profitability of staff use', and the second calculation method will be called 'the profitability of labour costs'.

To assess the labour costs, indicators such as total labour costs, labour costs by categories of staff, labour costs by types of expenses can also be used. To assess the organization's performance, it is proposed to use not only net profit, but also value added and labor productivity.

It is also important to monitor the labour costs share in the total costs of the organization, as well as in the structure of the value added. At the same time, it is necessary to ensure the outstripping growth rate of cost efficiency indicators compared to the growth rate of the labour costs themselves. The need to increase labour costs, especially their investment component, is due to their low level (in Belarus in comparison with the world average and with neighboring countries). Compliance with this ratio will increase the amount of funds that can be used to invest in human capital, without reducing the compensation part of the labour costs in absolute terms.

There is no need to fear that the labour costs increase will lead to a decrease in the efficiency of their use. It is much more important to ensure the advanced growth rates of the enterprise's performance.

The application of this approach to labour cost management will increase the interest of employees in the results of their own activities, tied to the overall performance of the organization based on the value added over the period (the source of funding for labour costs). This, in turn, will provide opportunities for growth in labor productivity and increased funding for the labour costs.

To improve the situation, it is necessary to finance the labour costs by optimizing their structure and increasing investments in personnel development, linking personnel policy with the strategy and priorities of the organization, creating a transparent and efficient motivation system that focuses on achieving of strategic goals.

Reference

1. On approval of the form of state statistical reporting 6-t "Report on the composition of the wage fund and other payments" and instructions for its completion. Resolution of the National Statistical Committee of the Republic of Belarus of July 28, 2014 N 120. – National legal Internet portal of the Republic of Belarus, 7/2862 of August 9, 2014.

2. On introducing changes and additions to the Resolution of the National Statistical Committee of the Republic of Belarus of July 28, 2014 No. 120. Resolution of the National Statistical Committee of the Republic of Belarus of June 13, 2016 No. 66. National legal Internet portal of the Republic of Belarus, 7/3484 from 17.06. 2016.

3. On amending the Guidelines for completing the state statistical reporting form 6-t "Report on the composition of the wage fund and other payments." Resolution of the National Statistical Committee of the Republic of Belarus

of June 14, 2018 No. 45. – National legal Internet portal of the Republic of Belarus, 7/4063 of 06/22/2018.

4. Армстронг, М., Тэйлор, С. Практика управления человеческими ресурсами / М. Армстронг, С. Тэйлор. – 14-е изд. – СПб.: Питер, 2018. – 1040 с.

5. Як Фитц-енц. Рентабельность инвестиций в персонал. Измерение экономической ценности персонала. – М.: Вершина, 2006. – 320.