

UDC 330.131.7:658.3

MANAGEMENT OF PERSONNEL RISKS AS THE NECESSARY CONDITION OF INCREASE OF COMPETITIVENESS IN THE MODERN ORGANISATION**E. GALESHOVA, E. VANKEVICH**

The importance of management of the organisation's personnel risks in modern conditions of managing is defined. The results of the critical analysis of approaches to the definition "personnel risks" are presented. The author's definition of the organisation's personnel risks is given. The principles of efficient control of the organisation's personnel are considered.

A successful activity of any organisation on the market depends on many factors, including both its external and internal environment. The external environment includes competitors of the organisation, social, economic and political situation in the country and in the world. Today, the financial and economic crisis can be considered as an example of the external environment. It is impossible to affect external factors at micro-level, but they can be taken into consideration. A firm strategy on the market, its organisational structure, marketing, personnel policy and other factors are internal. They influence a process of the achievement of the organisation's purposes. In other words, the success of any organisation on the market depends on the way how the organisation management uses its resources and changes the listed above internal factors.

According to the classical theory of management there are four resources in every organisation: financial resources, logistical, human and information resources. Previously the main attention was paid to the management of financial and logistical resources. But today the modern conditions of management, which are characterized by globalization, integration and decrease in material factors of manufacture, transfer administrative accent on human resources.

Experts in management of human resources have introduced a concept of personnel risks. The statistics testifies that about 20 % of staff for the sake of their own needs aspire to cause damage to an organisation (even with the risk for themselves). Researchers of intercorporate relations confirm, that about 50 % of personnel are ready to break the law and corporate rules, thus causing damage to the organisation, if it does not entail for them any consequences. And only no more than 30 % of employees are fully loyal to their organisation. Therefore the management of personnel risks is not only an actual problem today, but also is the essential factor of improvement of financial results of an organisation. Besides, it increases the cost of the organisation [1].

However today not enough attention is paid to the question of human resources. The author has carried out the analysis of scientific publications in the sphere of management of risks (V.M. Granaturov, M.G. Lapusta, P.G. Grabovyj, N.V. Hohlov, I.T. Balabanov, N.V. Knjazevsky, E.A. Utkin, V.N. Glazunov, B.A. Lagosha, A.M. Dubrov, S.V. Ildemenov, M.V. Gracheva, etc.). The analysis shows, that in national science there is no common understanding of both economic risks, and the risks, connected with the work of the personnel. Personnel risks and the possibilities to decrease its negative influence are practically not considered in the scientific literature.

Today such inattention to personnel risks can be explained, mainly, by absence of understanding of personnel work as zones of high base risk. While managing the personnel work, it is necessary to remember, that practically any risk situation and its negative consequences are, directly or indirectly, a result of an activity or inactivity of people.

The situation becomes complicated because of the absence of the common approach to the definition "personnel risks". Alongside with the definition, mentioned above, such concepts as "risks in the work with the personnel", "risks in the personnel work", "risk in the management of the personnel", "risk of the personnel", "risks of the human factor", "risks in management of labor potential" are used. As one of the reasons for the situation we can call an ambiguity of the concept of the risk itself. Though the risk category takes a considerable place in an economic science and practice, the formation of the theory of the risk is far from the end.

The analysis, carried out on the base of literature, showed that the concept of personnel risks is used in the works of the experts in safety of an enterprise, in the works of the experts in the field of banking as a subspecies of operational risk. In the economic literature it is used as a part of internal risks of the enterprise. In personnel management the attention is paid to the question of personal managing with the help of risk-management. This kind of risk is also considered by Russian psychologists. Interesting approach to this term is presented in the book by N.D. Ilenkova "Demand: analysis and management", where personnel risks are considered as a part of risk factors of absence of the demand on goods [2, p. 67 – 68].

On the basis of the results of critical analysis of the approaches to definition of personnel risks, available now, we can draw the following conclusions:

- There are two basic approaches to the definition of personnel risk. The first one makes the personnel of the organisation responsible for the consequences of the personnel risk. The second implies that the responsibility for the consequences is laid on the work of the personnel service of the organisation;

- In most publications personnel risks are regarded as basic towards other kinds of risks. They can be considered as the original factors for the appearance of other risks;

- Personnel risks are necessary to include in a system, which controls risks in an organisation.

According to the research personnel risks can be defined as a probability of losses and not achieving of the main objectives of an organisation because of inefficient administrative decisions concerning formation, usage, development and personnel discharge.

In modern conditions of managing the following pre-conditions of management of personnel risks should be named as obligatory:

- Revealing the main factors of personnel risks;

- Registering and forming a base of constantly arising personnel risk situations;

- Increasing a degree of tangibility of personnel risks;

- Collecting, systematization and analysis of the information about personnel risks;

- Working out administrative decisions on personnel risks situations and the maintenance of effective feedback.

To be effective, the management of personnel risks should be carried out according to certain principles:

1. The first one concerns the policy of management of personnel risks, that should be worked out in an organisation. Such a policy can be explained as a certain system of rules, with the help of which the organisation could decrease the danger of irrational or untimely personnel decisions and prevent or reduce losses from personnel risks. The policy of management of personnel risks is formed by the top management and it helps to achieve the purposes of management of personnel risks.

2. The second principle means that the paradigm of risk management, concerning the human factor, should be taken into account. Such a paradigm provides inclusion in the structure of management such characteristics of the personnel as their risk potential and intellectual-psychological parameters.

3. The system approach to the management of personnel risks, which reflects the second paradigm of risk management [3, p. 18].

4. Financing the expenses, that is connected with the overcoming of personnel risks.

5. The acceptance of rational decisions in the management of personnel risks.

6. The personnel risks control, co-ordination of the personnel risks control in all departments and services, in all kinds of personnel risks.

7. The efficient reaction to risk situations in the personnel management sphere.

8. The preventive character of the management of personnel risks, which means carrying out various activities and programs in order to prevent personnel risk situations.

Alongside with the principles, listed above, the top management of an organisation should develop the understanding of the concept of personnel risks in its staff and provide interaction of the personnel in the following sections of the organisation and in external environment [4, p. 115]:

- Top managers of all departments, who should learn to make decisions taking into account requirements to the management of personnel risks;

- Experts of registration-accounting and financial departments, who should understand and be able to estimate the cost of the activity, which prevents risk, and to bring it in budgets and other financial documents on time;

- Underwriters (independent or working for an insurer, who sells insurance policies to organisations). They should deeply understand technology, the technical and organisational parts of business and on this basis be able to work out probabilities, potential losses and insurance bonuses through the whole complex of personnel risks of the organisation;

- Service experts, who are responsible for safety of premises, equipment, stocks and people.

Thus, the world economic tendencies prove the necessity of the recognition and the account of such a specific kind of risk as "personnel risks". The mechanism of management of personnel risks requires further work with the definition of a tool and a method of an estimation of the given kind of risks. This, according to the author's opinion, will allow to reduce various sorts of losses and to raise efficiency of the usage of human resource.

REFERENCES

1. Бадалова, А.Г. Управление кадровыми рисками предприятия / А.Г. Бадалова, К.П. Москвитин [Электронный ресурс] / Российское предпринимательство. – 2005. – № 7. – Режим доступа: <http://www.creativeconomy.ru>. – Дата доступа: 27.02.2007.
2. Ильенкова, Н.Д. Спрос: анализ и управление: учеб. пособие / Н.Д. Ильенкова; под ред. И.К. Беляевского. – М.: Финансы и статистика, 1997. – 160 с.
3. Жариков, Е.С. Риски в кадровой работе: Книга для руководителя и менеджера по персоналу / Е.С. Жариков, А.А. Парамонов. – М.: МЦФЭР, 2005. – 288 с.
4. Риск-менеджмент = Risk management / В.Н. Вяткин [и др.]. – М.: Дашков и К, 2003. – 493 с.