

ЕКОНОМІКА ПРАЦІ

UDC 005.95/.96:338.48

УДК 005.95/.96:338.48

B. O. Yazlyuk, Doctor of Economics,
Professor,
R. F. Brukhanskyi, Doctor of Economics,
Professor,
M. B. Nahara, Candidate of Economic
Sciences

Б. О. Язлюк, д. е. н.,
професор,
Р. Ф. Бруханський, д. е. н.,
професор,
М. Б. Нагара, к. е. н.

**FORMATION OF SYSTEM
OF HUMAN RESOURCES MANAGEMENT
OF TOURIST ENTERPRISE
ON COACHING BASE**

**ФОРМУВАННЯ СИСТЕМИ УПРАВЛІННЯ
ЛЮДСЬКИМИ РЕСУРСАМИ
ТУРИСТИЧНОГО ПІДПРИЄМСТВА
НА ЗАСАДАХ КОУЧИНГУ**

Urgency of the research. In the newest conditions of competition the economic growth of tourism enterprises is stipulated by the introduction of an effective human resources management system.

Target setting. The search for effective human resources management technologies encourages the use of coaching that promotes the opening and maximization of the potential of workers in order to increase the competitive status of a tourist enterprise.

Actual scientific researches and issues analysis. Significant theoretical developments of both domestic and foreign scientists are devoted to issues of coaching in the field of human resources management: E. Grant, M. Danilova, M. Downey, J. Cole, D. Clutterbuck, J. Whitmore and P. Phorsif.

Uninvestigated parts of general matters defining. Despite the detailed theoretical basis the development of a practical approach to the personnel management system of the tourist enterprise on the basis of coaching is out of consideration.

The research objective. The purpose of the article is the development of an integrated approach to the formation of a human resources management system for a tourist enterprise using coaching.

The statement of basic materials. Coaching as integrated technology of competencies development is examined. The methodology of projecting managerial systems with optimal hierarchies on the basis of sectional cost functions for the synthesis of the structure of personnel management system is substantiated. The conceptual approach to enterprise human resources management with the use of satellite model of coaching is proposed.

Conclusions. Proposed system of human resources management allows us to build an optimal hierarchy of human resources of the enterprise and to develop the configuration of the coaching system and effective scenarios for the reengineering of the organizational structure.

Keywords: coaching; management; human resources; competence; management system; tourist enterprise.

DOI: 10.25140/2410-9576-2018-2-1(13)-29-35

Актуальність теми дослідження. В новітніх умовах конкурентної боротьби економічне зростання туристичних підприємств обумовлюються впровадженням дієвої системи управління людськими ресурсами.

Постановка проблеми. Пошук ефективних технологій управління людськими ресурсами спонукає до використання коучингу, що сприяє розкриттю та максимізації потенціалу працівників з метою підвищення конкурентного статусу туристичного підприємства.

Аналіз останніх досліджень і публікацій. Питанням коучингу у сфері управління людськими ресурсами присвячено значні теоретичні напрацювання як вітчизняних, так і зарубіжних вчених: Е. Гранта, М. Данилової, М. Дауні, Дж. Коула, Д. Клаттербака, Дж. Уйтмора, П. Форсифа.

Виділення недосліджених частин загальної проблеми. Незважаючи на розгорнуту теоретичну базу, поза увагою залишилась розробка практичного підходу до системи управління персоналом туристичного підприємства на основі коучингу.

Постановка завдання. З огляду на зазначене, метою статті є розробка інтегрованого підходу до формування системи управління людськими ресурсами туристичного підприємства з використанням коучингу.

Виклад основного матеріалу. У статті викладено сутність коучингу як інтегрованої технології розвитку компетенцій персоналу. Для синтезу конкретної структури системи управління персоналом обґрунтовано методологію проектування систем управління з оптимальними ієрархіями на основі секційних функцій витрат. Запропоновано концептуальний підхід процесу управління людськими ресурсами туристичного підприємства з використанням сателітної моделі коучингу.

Висновки. Запропонована система управління людськими ресурсами туристичного підприємства з використанням коучингу дає змогу побудувати оптимальну ієрархію людських ресурсів підприємства та розробити конфігурацію коучингової системи й ефективні сценарії реінжинірингу організаційної структури.

Ключові слова: коучинг; управління; людські ресурси; компетенція; система управління; туристичне підприємство.

ЕКОНОМІКА ПРАЦІ

Urgency of the research. Complication of economic conditions, strengthening of competition with a significant increase of resources cost lead to improvement of tourist enterprises management processes. Both researchers and experts point out that tourist enterprise development is impossible without effective management activity and strengthening the role of intelligence and human competences. In addition, in the knowledge economy fundamental sources of creating enterprise competitive advantages are increasingly linked with qualitative human resources management, including personnel professional training, motivation to self-improvement, permanent professional growth, acquisition of new knowledge and competencies.

Target setting. Nowadays new human resources management tools are actively developing and widely introducing in the sphere of human resources management of tourist enterprises. Coaching is one of the most popular management tool. It is an equal alliance of management and employees aimed at personnel professional development, overcoming employees' passiveness, stimulating the competences development in order to achieve enterprise strategic goals. The necessity of ensuring the compliance of employees' competences with the needs of tourist enterprise economic and innovative development determines the topicality of the research topic.

Analysis of recent research and publications. This issue generates considerable interest of the foreign and domestic scientists. The research of business management system was held by M. Armstrong, L. Dovgan, P. Drucker, O. Kuzmin, Yu. Odegov, P. Senge, V. Travin and D. Ulrich. The theoretical and applied aspects of human resources management and coaching, especially its practical use, have been studied in the works of E. Grant, M. Danilova, M. Downey, J. Cole, D. Clatterbuck, D. Kirpatrick, O. Ognev, E. Parslow, O. Savkin, O. Sorokoumova, S. Thorp, J. Whitmore and D. Fleks.

Uninvestigated parts of the general matters defining. Scientific literature lacks comprehensive developments regarding the establishment of tourist enterprises human resources management systems on the basis of coaching. Moreover, the issue of manager's sectional cost function as the basis of the optimal hierarchy of employees on tourist enterprise is investigated fragmentarily.

The research objective. In this context the purpose of the article is to develop an integrated approach to the formation of human resources management system for a tourist enterprise using coaching as well as the definition of its complementary components.

The statement of basic materials. In conditions of globalization, intellectualization and the rapid development of innovative technologies the priority task of tourism enterprise is formation of qualitative human resources. Contemporary requirements to personnel include the highest level of education, lofty culture of labor, disposition to innovations, mobility and adaptation to new working conditions. In the sphere of human relations there is an active search for new social and economic forms of human resources formation, their effective use, reproduction and development. All these factors led to the increase of coaching importance. Coaching is a new style of management which is directed on mobilization of internal resources of every worker, his potential, creative capabilities, pragmatism, awareness and responsibility.

Coaching is a difficult concept which occupies a variety of connected social, organizational, psychological and economic problems. It is a synthesis of management, business consulting, logic, philosophy and psychology [1, p. 25]. In other words, coaching is a convergent management style. It is also an objective necessity of human resources management in conditions of a new informative and technological production style along with transformation to the knowledge economy.

In our opinion, coaching is a systemic dynamic process that includes organizational, social, psychological and economic methods. Coaching enables to reveal and maximize individual and collective competencies in the professional sphere, creates conditions for personnel continuous development and professional growth, leads to innovations and higher level of workers' responsibility. It should be mentioned, that coaching is a flexible human resources management that takes into account challenges of the environment.

We are convinced that coaching enables to facilitate human resources management owing to formation of equal alliance of managers and employees. There are different goals of coaching use [2, p. 101]:

- creating an individual unique employee style;
- creation of a new product, project, brand and modernization of existing production processes;

ЕКОНОМІКА ПРАЦІ

- development of the participative management system;
- implementation of innovations related to organizational or technological changes, reengineering;
- combining the efforts of various units, groups, employees in order to solve joint tasks and achieve the strategic goal of organization;
- optimization of the personnel structure with differentiated functional content of the performed tasks.

It should be noticed that each tourism enterprise has a complex and integrated human resources management system in order to solve complicated tasks at different management levels.

It should be noted, a candidate's resume for position is a standard version of gathering information that is used in Ukrainian tourist enterprises [3, p. 89]. But in this case it is difficult to automatize processing of information, whereas mostly a resume is presented as a text which has different formats and structure. As a result, human resources managers, especially in large tourist companies, must spend a lot of time analyzing applicants' resumes.

We are convinced the use of position profile will provide automated candidates selection at the primary stage. It will allow substantial decrease of the quantity of applicants which will be invited to the interview. Thus candidates fill the automated forms of candidates' profiles along with enterprise position profile.

In case of necessity it is possible to plan the list of activities (studying, training) for every employee automatically in order to increase employee's indexes. On the basis of the assessment, it can be decided to include the employee to personnel reserve in case of his exceeding the indexes, determined in the position profile. Career planning of concrete worker is the perspective of his development.

Such approach will enable to implement the aggregated analysis of situation in the sphere of human resources management, to estimate weaknesses and strengths of the tourist enterprise. Besides, this approach will permit every worker to familiarize with his personal profile and compare it with position profile in order to assess the degree of compliance. For all that, the enterprise top management will get reliable information, which enables to make strategic decisions in the sphere of human resources management.

For the synthesis of concrete structure of human resources management system we propose to use the methodology of projecting management systems with optimum hierarchies on the basis of the sectional cost functions [4; 5].

For example, position profile $r (r \in N)$ in department equals individual complication of implementation of duties and production functions, which are foreseen by the model of competencies - $k(r) > 0$. Complication of implementation is equal to the volume of work, which is foreseen by employee position profile, his qualification along with employee profile.

Accordingly for the group of positions, namely for department $p (p \subseteq N)$ – complication of implementation of group functions (department) is the sum of individual complications of total number of the department employees that – $k(p) = \sum_{r \in p} k(r)$. In particular, complication of department works can be equal to the volume of works, which department realizes.

The sectional cost functions don't take into account personal employee characteristics that are anonymous. That is why using the term "manager" will mean an employee profile, not a concrete person (with his psychological and personal characteristics). Using the term "executor" also will determine an employee profile according to position profile.

The sectional cost function of manager depends only on administrative tasks that are carried out by subordinates (department employees). That is the manager's expenses depend on groups p_1, \dots, p_m which are managed by the subordinates of this manager directly.

Professional literature on management theory [4; 5] provides some types of manager's sectional cost function that depends only on group complication:

$$c(p_1, \dots, p_m) = \left[k(p_1)^\alpha + \dots + k(p_m)^\alpha - \max(k(p_1)^\alpha, \dots, k(p_m)^\alpha) \right]^\beta, \quad (1)$$

ЕКОНОМІКА ПРАЦІ

$$c(p_1, \dots, p_m) = [k(p_1)^\alpha + \dots + k(p_m)^\alpha]^\beta, \quad (2)$$

$$c(p_1, \dots, p_m) = [k(p)^\alpha / \max(k(p_1)^\alpha, \dots, k(p_m)^\alpha) - 1]^\beta, \quad (3)$$

$$c(p_1, \dots, p_m) = [\sum_{i=1, m} (k(p_1)^\alpha - k(p_i)^\alpha)]^\beta, \quad (4)$$

$$c(p_1, \dots, p_m) = k(p)^\alpha / \min(k(p_1)^\beta, \dots, k(p_m)^\beta), \quad (5)$$

where c – manager's costs;

$p = p_1 \cup \dots \cup p_m$ – department controlled by a manager;

$k(p_1), \dots, k(p_m), k(p)$ – complication of the proper groups of workers;

$\alpha, \beta > 0$ – parameters of cost function.

Functions (1) – (5) depend on the volume of work of group employees (department) which are directly controlled by a manager.

It must be noticed that management mechanism can be different in various enterprises, because of diverse cooperation between managers and subordinates. In particular, let among the workers of certain department there is a competent worker, which does not require manager's costs (on coaching, studies, instructing, etc.) [5, p. 138].

The research [4, p. 94] substantiates that such case is described by a function (1). It means that manager's costs on department administration (group of people) depend on complication of all workers without consideration of complexity of worker with the highest qualification. Such worker is called "the halfleader". If a group of subordinates don't have such "halfleader", then manager's costs depend on complexity of all subordinates, thus the cost function transforms into (2).

If in the group of manager's subordinates there is a group leader, who helps to solve the problems of cooperation due to personal qualities, experience and qualification, manager's costs on group administration reduce and the cost function (3) is relevant in such case.

The function (4) describes manager's costs in the case of manager's individual work with direct subordinates which also control groups of employee.

In a case, when a group has an employee with a low qualification and competencies who can't perform his duties without permanent manager's assistant, additional manager's efforts and costs are needed (surplus control, studies, coaching), the cost function will be presented by (5), substantially increasing manager's costs.

Consequently, functions (1) – (5) match the plural of real situations which are observed in enterprises. As was said above, functions (1) and (2) are monotonous by the groups of workers; functions (4) and (5) are not monotonous by the groups of workers. Besides on the basis of O. Voronin's algorithm [5] optimum hierarchy is found for the function of manager's costs according to (1). In particular:

- $\beta \geq 1$ – 2- tree, which is characterized by minimum costs (Fig. 1, a);
- $\beta \geq 1$ i $\alpha\beta \geq 1$ – successive hierarchy, where the employee with the greatest complication is on the first place, and the order of others is not important (Fig. 1, b);
- $\beta \leq 1$ – two-level hierarchy (Fig. 1, c).

ЕКОНОМІКА ПРАЦІ

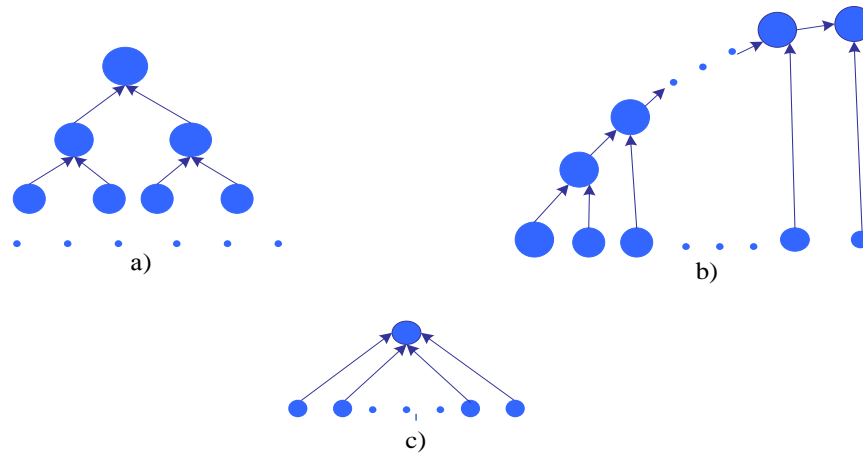


Fig. 1. Optimal Workers Hierarchies at the Function of Top Manager’s Costs (1)

Source: created by the authors

It should be remarked that hierarchy c) in Fig. 2 at $\beta \leq 1$ and $\alpha \geq 1$, $\beta > 1$ is optimal, according to the research [5, p. 140]. At other meanings of α, β for the search of optimal hierarchy trees, the algorithm of search of trees with minimum costs, developed by O. Voronin, is used [5].

According to researches [4; 5] manager’s cost function (3) at $\beta \geq 1$ has an optimal consecutive hierarchy which minimizes costs. At the same time employees are not placed in order of increasing complexity, as it is shown on the Fig. 2.

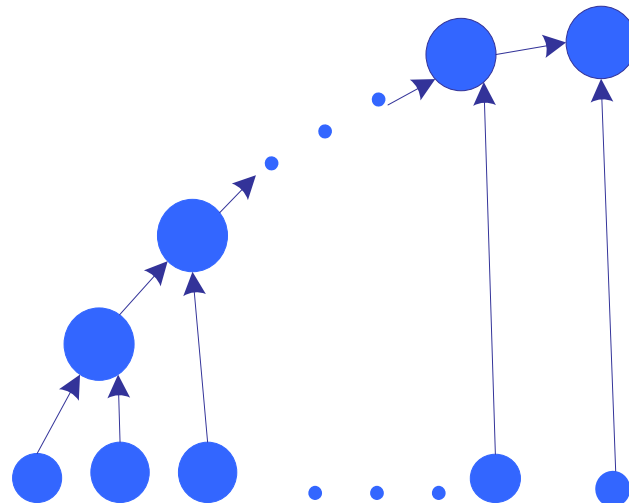


Fig. 2. Optimal hierarchy for the manager’s cost function (3)

Source: created by the authors

Functions (3) and (4) are not monotonous in their groups and it is impossible to find an optimum hierarchy at $\beta < 1$ [4; 5], and for function (4) at $\beta \geq 1$ a 2-tree hierarchies is optimal (Fig. 1 a)).

The following methods of cost function determination are known today: engineering analysis; analysis of accounts; method of higher-lower point; method of visual adaptation; regressive analysis and statistical analysis [6, p. 120].

ЕКОНОМІКА ПРАЦІ

Engineering analysis, being most widespread, is a system analysis of the activity function for determination of technological correlation between resources costs and management results. It can be conducted on the basis of matrix of manager’s responsibility. The advantage of such analysis is that it is orientated on perfection of operations which are contained in certain business-process and it doesn’t study the past.

It should be mentioned, that human resources management process on coaching base is an integral part of strategic management in tourist enterprise.

We are convinced that Balanced Scorecard developed by R. Kaplan and D. Norton is the most effective instrument of enterprise strategic management [6, p. 153]. This system allows combining strategic and operative management on the basis of three-vector balance: between financial and non-financial constituents of company activity, between its internal and external aspects, between retrospective and perspective focus of transformations. Such peculiarity of Balanced Scorecard correlates with the basic principle of coaching: strategic vision of economic effect through the prism of employee’s responsibility.

On the basis of said above, we propose the scheme of human resources management with the use of satellite model of coaching (Fig. 3). It foresees the use of author’s model of making decision concerning the form of coaching organization, criteria of acceptance of such decision and estimation of its efficiency.

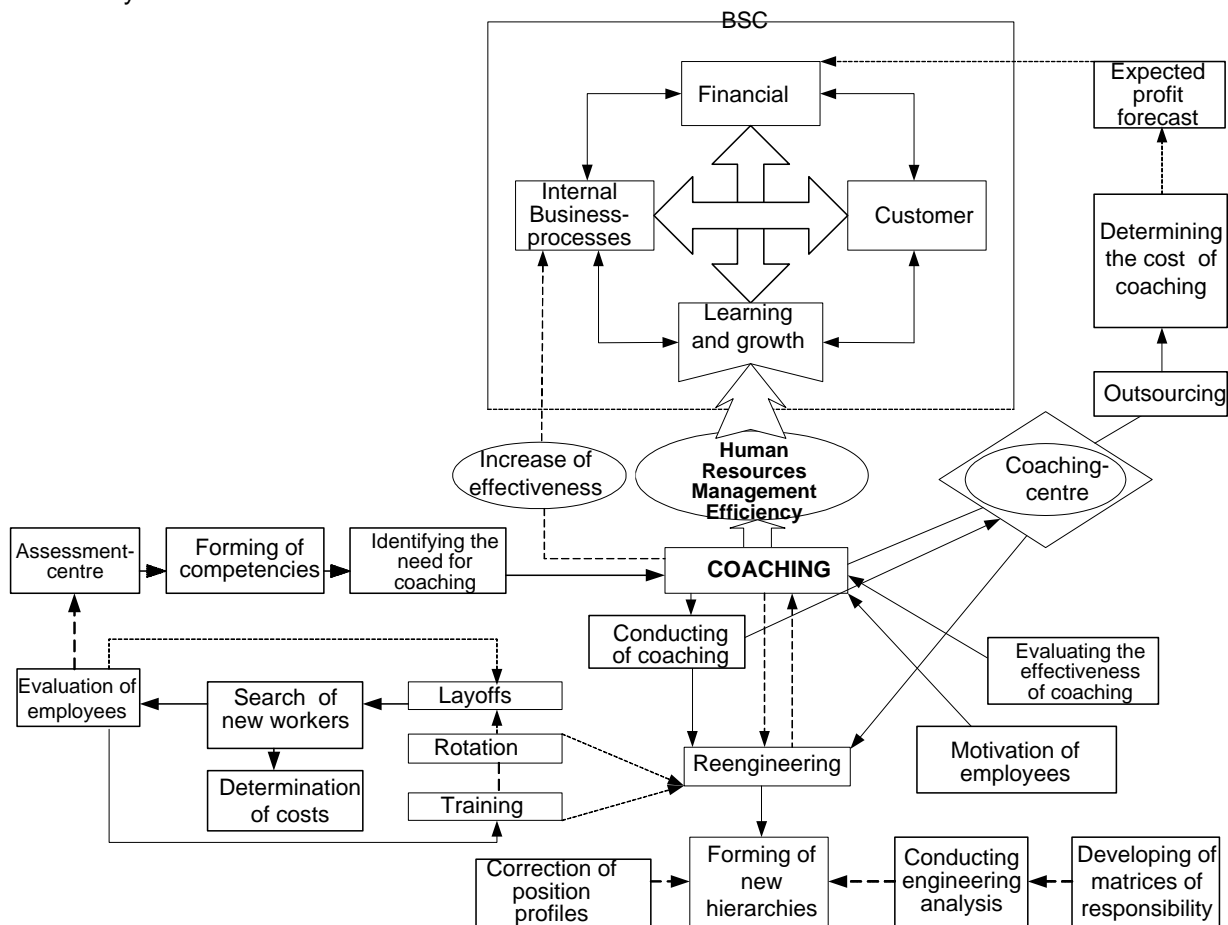


Fig. 3. The conceptual approach to enterprise human resources management with the use of satellite model of coaching

Source: created by the authors

ЕКОНОМІКА ПРАЦІ

The proposed approach (Fig. 3) is fully coordinated with BSC and can be used as a constituent of strategies of tourist enterprises. The main advantages of this model are: it penetrates enterprise; foresees the strategic human resources management of enterprise for the most effective implementation of each business-process; concentrates on increase of employees' professional level.

Conclusions. As the research has demonstrated, the system of human resources management of tourist enterprise on coaching base is a dynamic totality of interrelated processes. It is based on the integral and purpose-oriented approach to the activity of the tourist enterprise in order to establish development priorities, taking into account the resources, human and production potential of the enterprise. Proposed approach enables to estimate qualitative characteristic of human resources and to solve the topical task for tourist enterprise - providing managerial processes within the enterprise with relevant managers, which have necessary competencies in professional sphere.

References

1. Clutterbuck, D. & Megginson, D. (2014). *Coaching at Work*. New York: The Free Press [in English].
2. Whitmore, J. (2015). *Coaching for Performance*. London: Kogan Page [in English].
3. Havkalova, N. L. & Markova, N. S. (2012). *Formuvannya ta vykopystannya intelektualnoho kapitalu [Formation and Use of Intellectual Capital]*. Kharkiv: KhNEU [in Ukrainian].
4. Mishin, M. P. (2014). *Optimalnye ierapkhii upravleniya v ekonomicheskikh sistemakh [Optimal control systems in economic systems]*. Moscow: PMCOFT [in Russian].
5. Voronin, A. A. (2013). Model optimalnogo upravleniya stuktupnymi izmeneniyami organizatsionnoy sistemy [The model of the optimal control of the structural changes in the opranizatsionnoy system]. *Avtomatika i telemekhanika – Automatics and Telemechanics*, 8, 136-150 [in Russian].
6. Cole, J. (2015). *A Handbook of Human Resource Management Practice, 10th edition*. Oxford: Blackwell [in English].
7. Downey, M. (2016). *Coaching: Toward Effective Supervision*. Englewood Cliffs: Prentice Hall [in English].
8. Yazliuk, B. O. & Yazliuk, H. Ya (2012). Analiz ta kompleksna otsinka diiuchoho mekhanizmu formuvannya profesiinoi kompetentnosti personalu [Analysis and comprehensive assessment of the existing mechanism for the formation of professional competence of staff]. *Stalyi rozvytok ekonomiky - Sustainable development of the economy*, 4, 281-288 [in Ukrainian].
9. Yazliuk, B. O. & Yazliuk, H. Ya (2012). Diahnostyka rivnia profesiinoi kompetentnosti personalu u protsesi realizatsii misii derzhavnogo orhanu [Diagnostics of the level of professional competence of the personnel in the process of realization of the mission of the state body]. *Innovatsiina ekonomika - Innovative economy*, 4, 281-288 [in Ukrainian].
10. Yazliuk, B. O. & Butov, A. M. (2012). Vykorystannya innovatsiinykh tekhnolohii bezperervnogo pidvyshchennia profesiinoi kompetentnosti personalu v protsesi realizatsii misii derzhavnogo orhanu [The use of innovative technologies for the continuous improvement of the professional competence of personnel in the process of implementing the mission of a state body]. *Innovatsiina ekonomika - Innovative economy*, 4, 281-288 [in Ukrainian].

Література

1. Clutterbuck, D., Megginson D. *Coaching at Work* / D. Clutterbuck, D. Megginson. - New York : The Free Press, 2014. - 312 p.
2. Whitmore, J. *Coaching for Performance* / John Whitmore. - London : Kogan Page, 2015. - 204 p.
3. Гавкалова, Н. Формування та використання інтелектуального капіталу / Н. Л. Гавкалова, Н. С. Маркова. – Харків : Вид. ХНЕУ, 2012. – 252 с.
4. Мишин, М. П. Оптимальные иерархии управления в экономических системах / М. П. Мишин. – М. : ПМСОФТ, 2014. - 190 с.
5. Воронин, А. А. Модель оптимального управления структурными изменениями организационной системы / А. А. Воронин // Автоматика и телемеханика. - 2013.- № 8. - С. 136-150.
6. Cole, J. A. *Handbook of Human Resource Management Practice*, 10th edition / Jerald Cole. - Oxford : Blackwell, 2015. - 304 p.
7. Downey, M. *Coaching : Toward Effective Supervision* / M. Downey. - Englewood Cliffs : Prentice Hall, 2016. – 261 p.
8. Язлюк, Б. О. Аналіз та комплексна оцінка діючого механізму формування професійної компетентності персоналу / Б. О. Язлюк, Г. Я. Язлюк // Сталій розвиток економіки. – 2012. – Вип. 2 – С. 202-209.
9. Язлюк, Б. О. Діагностика рівня професійної компетентності персоналу у процесі реалізації місії державного органу / Б. О. Язлюк, Г. Я. Язлюк // Інноваційна економіка. – 2012. – Вип. 4. – С. 281-288.
10. Язлюк, Б. О. Використання інноваційних технологій безперервного підвищення професійної компетентності персоналу в процесі реалізації місії державного органу / Б. О. Язлюк, А. М. Бутов // Інноваційна економіка. – 2012. – Вип. 4. – С. 281-288.

Received for publication 25.12.2017

Бібліографічний опис для цитування:

Yazlyuk, B. O. Formation of system of human resources management of tourist enterprise on coaching base / B. O. Yazlyuk, R. F. Brukhanskyi, M. B. Nahara // Науковий вісник Полісся. – 2018. - № 1 (13). Ч. 2. – С. 29-35.