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Human Resource Management as an Area of Activity for the Modern Manager of an Higher Education Institution

***Abstract.** The article deals with the problem of human resources management as an area of activity for the modern manager of a higher education institution in Ukraine. It is emphasized that in the present conditions the competitiveness of managers of higher education institutions will become increasingly important. This competitiveness manifests itself in the ability of individual managers and through their concerted efforts to quickly and effectively perceive and implement various innovations to improve the institution's activity. In order to increase the efficiency of management and raise the productivity of work of the scientific-pedagogical staff, managers of higher education institutions should take advantage of modern conditions of human resources management.*

***Keywords:** manager, management, institution of higher education, human resource*

1. Research problem

The formation of market economic relations in Ukraine and the intensification of competition between institutions of higher education compel managers (rectors) to radically change their approach to the management of their scientific-pedagogical staff in an unstable and increasingly unpredictable external environment. The main task of the modern institution of higher education is to adapt not so much to changing market conditions but to the pace at which these changes occur. Therefore, it is important to build a system of personnel management that is capable of responding adequately and in a timely manner to changes in both internal and external environments.

2. Research goal

The goal of the study is to analyse characteristic aspects of the activity of the modern manager of a higher education institution and to determine the conditions for effective human resources management.

3. Basic material presentation

Today in Ukraine, the study of education management, especially as regards human resources and human resource management, is of great relevance. The future of our state depends, without exaggeration, on providing the system of education with highly skilled and competent employees, since it is the education system that forms, develops and educates the country's citizens, who will develop it in the future. Contemporary socio-economic development is strongly associated with the fact that effective human resource management in the 21st century will be depend on the intelligence of the staff, and the development of personnel becomes the main way of competitive struggle.

New approaches to human resource management can be the major source of positive changes in the system of education as they focus on using individual skills of employees in line with strategic objectives of the state's educational policy and help to integrate workers' needs with the interests of each educational institution or educational establishment [Synytsyna 2011].

The readiness of workers to be productive in modern conditions, their rational structural and spatial location, depends on effective management, and at the same time, it guarantees the development of higher education institutions. However, without sufficiently motivated and highly skilled specialists, no higher educational institution is able to function effectively. The transition to market relations, the complexity of economic ties, scientific-technological progress, the intensive development of productive forces, lead to profound changes in the principles, methods and forms of personnel management, which in turn requires that the structure of managerial bodies should become clear and well-established, their decisions – more reasonable, their methods of management, aimed at increasing the efficiency of the use of human resources – more flexible. After analysing different views and opinions of scientists, one can conclude that the role of the manager in the management of personnel depends on a number of factors, including personal qualities and professional abilities that managers should have for the successful management of a higher education institution. This is one of the most important factors in the formation of an effective system of personnel management [Morozova 2015].

Personnel management is one aspect of each manager's activity. It is the governing body of the organization that carries the main burden of the activity in this area and is responsible for its results. Unlike other specialists, managers are officials vested with the authority and responsibility for governing an institution. They can issue orders and instructions that have to be followed by subordinates.

The need for the role of a manager arises when work becomes collective. The manager must be able to develop a management strategy, to consolidate efforts of his or her subordinates in order to solve important management tasks, using their authority [Zaichenko 2015: 22].

Managers of higher education institutions are representatives of the highest level of management, with the greatest power and responsibility for the activity of the entire institution of higher education. This group includes rectors and their deputies (pro-rectors). They determine general directions of the functioning and development of a given educational institution as a whole or its major components, they make key decisions concerning current affairs and the long-term development of the institution, develop long-term plans, formulate policies and represent the institution in the outside world. In general, the task and purpose of the activity of institutions and ways of achieving them will depend on rectors. Their activity is characterized by the scale, complexity, priority of strategic and perspective direction, the greatest connection with the external environment, the variety of decisions that are made, and their content.

In the process of developing market relations, managers of institutions of higher education, in the first place, are obliged to:

- determine the institution's goal and long-term strategy,
- form its organizational structure,
- distribute strategic resources.

The modern manager of a higher education institution should have a strategic vision for the organization's development that requires continuous development of the staff. This could involve events that help to reveal employees' potential, and as a consequence, increase their ability to meet new challenges and innovations.

In the world economic literature, the term "innovation" is understood as a way of putting scientific-technological progress into practice, in the form of new products, technologies and services. It should be borne in mind that the concept of "innovation" is wider than the concept of "new technology." The latter applies only to tools, new materials used mainly in production. The concept of "innovation" applies to a new product or service, the way in which it is produced, innovations in organizational, scientific-technical and other spheres, any improvement that improves the quality and technical indicators of the means of labour, cost savings or conditions conducive to such savings [Technologies of Personnel Management 2017: 11].

The possibility of using new effective methods and technology of solving or preventing problems depends on the availability and status of innovative resources. In our opinion, innovative resources of a higher education institution can be assessed using the follow parameters: the presence of highly skilled scientific-pedagogical staff, availability of scientific information and information on innovations and innovation activity in the country and abroad; research expenditure; availability of information-communication systems; provision of material and technical base. One negative tendency in the implementation of innovation in the process of human resources management for managers of higher education institutions is that this process is not shaped by its own development strategy but is determined only by the size of available financial resources.

Innovation processes in higher education institutions are not aimed at improving techniques, technologies and methods of management. Innovative projects, aimed at improving the organization of the educational process often prove to be unprofitable. Unfortunately, nowadays the degree to which automated control systems are implemented in the activity of institutions of higher education, due to the lack of funding, remains low. Many domestic institutions of higher education do not use systems of automation of the educational process and document processing.

Low levels of innovative activity in institutions of higher education, limited financial resources, poor state of material and technical resources reduce the effectiveness of situational management. The management of institutions of higher education in such conditions cannot be called situational, but is the dictated by the consequences of emerging administrative, financial, educational and other problems and adopted solutions [Hlushchenko 2011].

It should be noted that the professional activity of managers in a higher education institution is characterized by typical negative consequences for this sphere of activity: information overload and uncertainty; time pressure; interpersonal conflicts; semi-focused managerial activity; unfavourable environmental factors [Kurliand 2008: 272].

Consequently, we can assert that in the present conditions the competitiveness of managers of higher education institutions will become increasingly important. This competitiveness manifests itself in the ability of individual managers and through their concerted efforts to quickly and effectively perceive and implement various innovations to improve the institution's activity.

In order to increase the efficiency of management and raise work productivity of the scientific-pedagogical team, managers of educational institutions can, in our opinion, create the following conditions: use clear criteria for scientific and pedagogical work and assess the activity of scientific-pedagogical workers in accordance with the European norms; reduce the level of administration and increase the impact of moral stimulus measures and their widespread use; clearly

articulate tasks; introduce an internal code of management ethics; foster trust and diligence of employees, etc. [Pushkar & Peteichuk 2014].

Having analysed the existing research (O.A. Havrysh, L.Ye. Dovhan, I.M. Kreidych, O.I. Hlushchenko, O.I. Zaichenko, V.I. Kuznetsova, M.E. Morozova, Z.N. Kurliand) we support the views of Ukrainian scholars that the management of human resources in a higher education institution is a strategically important function of institution management and it should be considered as a separate and especially complex aspect of the activity of the manager of a higher education institution. The work of scientific-pedagogical personnel at a school of higher learning is a special kind of work and a necessary component of social work, directly related to the whole mechanism of social reproduction.

4. Conclusion

Having conducted a scientific analysis of the problem, we can conclude that the prospects for the development of managerial personnel of a higher education institution in the transformational economy can be achieved through the development and further implementation of the conceptual framework for improving the efficiency of personnel management in higher education institutions under the modern conditions, based on economically grounded methodological and practical recommendations. Managers of institutions of higher education should adapt the process of managing the organization not so much to changes in the current market conditions but to the intensity of these changes, which will lead to the management of the effectiveness of using scientific-educational personnel in the transformational economy.

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Управління людськими ресурсами як напрям діяльності сучасного керівника закладу вищої освіти

***Анотація.** Стаття присвячена вивченню проблеми управління людськими ресурсами як напряму діяльності сучасного керівника закладу вищої освіти в Україні. Акцентовано, що у сучасних умовах великого значення набуватиме конкурентоспроможність керівників закладів вищої освіти, що являє собою вміння кожного з керівників та всіх разом як єдиного організму швидко й ефективно сприймати та реалізувати різні інновації для покращення діяльності закладу. Для підвищення ефективності управління та зростання результативності праці науково-педагогічного колективу керівникам закладу вищої освіти у статті запропоновано сучасні умови управління людськими ресурсами.*

***Ключові слова:** керівник, управління, заклад вищої освіти, людські ресурс*