

Personnel policy in the banking sector of Georgia

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Keywords

banks, management, personnel policy, employee motivation, globalization

Abstract

The personnel policy of a modern organization is one of the important issues in the way of establishing and improving both intra-organizational and international relations. The modern world is characterized by constant changes and a high level of development, which changes are related to the development of democracy, strengthening of competitiveness, globalization, etc. In the modern world, only the development of technologies is not a prerequisite for the success of companies. The main tasks of these changes are people, personnel policy, personnel selection, its management, employee relations in the organization, effective communication.

The main goal of the work is to present the main aspects of the personnel policy in the banking sector in Georgia and to develop conclusions and recommendations in accordance with modern requirements in this direction. The methodological basis of the research is the questionnaire survey conducted in JSC Bank of Georgia and JSC TBC Bank, as well as the inductive and deductive methods of research and the works that belong to Georgian and foreign scientists. Researchers' ideas and concepts related to human resources selection-recruitment issues.

In the wake of current changes in the world, the human role as a resource determining competitive advantage is becoming more and more important in modern management. Based on the research, it can be said that in the era of globalization, human resource is considered to be the most important asset, because the successful results of a modern organization are directly related to the effective management of human resources. Accordingly, the process of personnel selection and management carried out by companies in accordance with existing and strategic goals are very relevant issues in modern organizations.

The scientific originality of the paper is:

- the conditions for the innovative development of the modern human resources management systems of the organization are determined.*
- The main principles and technologies of personnel reserve management are studied.*
- the overseas experience of working with the personnel reserve in the organization as a management innovation is analyzed.*

Introduction

Human resource management as a specialized activity in the modern management system is related to the integration and successful implementation of the organization's goals. The role of human resources and corporate culture as intangible assets in creating company value is rapidly increasing. These intangible assets are today a decisive factor in the company's value creation.

The main pillar of any successful organization is its employees. It is they who create the product that determines the development of the organization. At this time, special importance is attached to the proper management of human resources. Human resource management specialists should be armed with modern methodology and approaches.

Personnel policy means the system of theoretical views, ideas, needs, and principles defining the main directions of work with personnel, its forms, and methods. It determines the general direction and basics of working with personnel, the general and specific requirements imposed on them. The personnel policy is developed by the owners of the organization, top management, and human resources management services. Obviously, personnel policy cannot be equated with human resources management. Human resource management is a broader concept, and personnel policy is one of its constituent parts.

Now personnel policy, unlike the previous period, includes such issues as: labor conflicts, relations between the administration and public organizations in resolving industrial processes, social programs, and their role in market economy conditions, etc. The main goals of personnel policy must necessarily respond to the mission of the organization and the concept of its development. The latter, in turn, includes various directions of the organization's activities.

At the modern stage of the scientific-technical revolution, the role of man in production has fundamentally changed. If earlier, it was considered only one of the factors for production, not essentially different from machinery, today it is the main strategic resource of the company in the competitive struggle. This is due to his creativity, which is a crucial condition for the success of any activity.

Human resources management aims to solve new, global, long-term tasks, to increase the economic and social efficiency of the organization's activities, to maintain the balance with the environment.

Literature Review

Workforce planning grew during the 1960s and early 1970s in a period of relative economic stability when unemployment was low and organizations were faced with supply shortages and the need to improve labor utilization (see Reilly, 1996). It remained a significant practice in most large HR departments' right up until the economic downturn of the 1980s when the failure to prove the economic value of workforce plans resulted in many efforts being eliminated (Sullivan, 2002).

The acceleration of economic growth in Georgia since 2004 and its maintenance for a certain period can be attributed to the following four factors: a change in the political regime, financial liberalization, the country opened to foreign trade, and economic reforms were carried out, most of which were maintained even after 2012, and new ones were added (for example, profit tax reform and transition to the so-called Estonian model, pension reform and others).

Methodology

Modern production requires such qualities from the worker as: high professional mastery, ability to make decisions independently, habits of collective interaction, responsibility for the quality of work and released products, knowledge of techniques and production organization, creative habits, etc. One of the main distinguishing features of modern manufacturing is its strong dependence on the quality of the workforce and its use. Currently, personnel management, as a factor in increasing the competitiveness and long-term development of the organization, is given the greatest attention.

The methodology of human resources management considers the personnel of the organization as an object of management, the process of shaping the behavior of individuals in accordance with the goals and objectives of the organization, the methods, and principles of human resources management. It also includes the organizational-practical approaches to the formation of the mechanism of its realization under the specific conditions of the organization's functioning.

Currently, the basis of the concept of human resources management is the growing role of the working person, knowledge of his motivational attitudes, the ability to shape them and give them appropriate direction for the tasks facing the organization.

The main principles of human resources management are scientific, planning, unity of command, recruitment, selection and placement of personnel, combination of unity and collectivism, centralization and decentralization, functional and targeted management, control over the execution of decisions, etc. In American and Japanese corporations, such principles of human resources management as: permanent recruitment, control over performance of tasks based on trust, decision-making by consensus (decision-making with the consent of the majority of employees) and others are widely used.

Conclusion

The problem of "poor employees" is relevant for Georgia up to this stage. The remuneration received from employment is less than the subsistence minimum for a certain part of the workers. Low pay is added to the harsh working conditions of employees, work schedule lasting more than 8 hours, salary delay, dismissal without justification, which leads to the dominance of the "secondary labor

market". It is characterized by low-skilled jobs, the presence of low-skilled applicants, low quality of social protection and guarantees, which do not respond to modern challenges.

Personnel selection and management service is of special importance for any organization, especially for companies working in the business field. Moreover, due to their commercial nature, human resources are an invaluable asset for business organizations.

That is why the proper selection and management of human resources becomes even more important in the modern and constantly changing environment. Human resources is a potential that, as a result of its correct formation, the organization will receive an invaluable intangible asset, which is reflected in its effectiveness.

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