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Features of Personnel Management in the Modern Economy

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Abstract: Currently, there are more and more changes in science, technology and competition methods for the leading position in the market. All these processes cause the need not only to modernize the production process and to improve the financial situation in the organizations but also to improve the situation as to qualified human resources; the latter should show adaptability to any adverse changes in the economy of the state and sector and realize all its potential in improving the enterprise's operations. The economy of our state is now going through unfavorable times. Therefore, it is worth emphasizing the formation of its own production, the introduction of the economic potential of all the subjects of the state. For the development of the Russian economic system to be most progressive, it is necessary to pay great attention to the preparation of a highly qualified labor resource, as it is the leading link in the activities of the enterprise. An up-to-date modern concept of organization management implies the identification of a set of functional areas of managerial activity that is interrelated with the management of personnel in production-personnel. All these trends suggest that the staff management functions will be enriched in the future and the importance of leadership, in general, will increase, which will lead to an increase in the role of science which studies the important sphere of management activity.

Keywords: personnel, economics, management, enterprise, modernization, management

JEL Classification: M54, M59, J59

INTRODUCTION

Effective formation of any enterprise, regardless of its main activity and scope, largely depends on the effectiveness of the staff work. A highly skilled and knowledgeable worker, who is satisfied with the conditions and wages, shows high results of labor productivity.

Therefore, the correctly established process of recruiting, evaluating, dividing and motivating the personnel will provide an opportunity to achieve the goals set by the governing body of the enterprise. The main resource in modern enterprises is the employee, i.e. a person. This reflects the need for a scientific justification for its role in the production process.

According to P. Drucker, a theoretician of modern management, “The firm has only two kinds of basic resources: knowledge resources, i.e. trained employees, and money. These resources have or should have a huge influence. What really distinguishes a strong firm from a weak one is, first of all, the qualification of its personnel, its knowledge, motivation, and direction” (Drucker, 2012; Bortolotti, Boscarì & Danese, 2015).

At the beginning of the last century, the concept of “personnel management” was used to characterize the management function, which was reflected in hiring, development, training, rotation, security, and lay-off of the working class. But in the late 90’s and early 2000’s, significant changes took place in the conditions of the enterprise and state management structures.

These organizations were increasingly in a situation where the improvements were already becoming unchanging processes, and the enterprises themselves became larger and more original and carried with them consequences that created a greater burden on the company’s management systems. From this, it follows that organizations should make great efforts to form the management systems that meet these modifications, such systems that can provide effective performance in difficult conditions (Barkov, 2012).

Personnel management is a field of knowledge and a field of practical activity that has its goals for providing the enterprise with efficient and able personnel. The term “types of personnel management” refers to the style of personnel management, i.e. a set of different methods, technologies united by a single idea and approach to the management of workers (Barkov, 2012).

The definition of personnel management as a process that provides personnel for an enterprise, an organization for effective and appropriate use, as well as social and professional development, can also be considered correct.

In today’s world, this definition focuses on the contribution of staff satisfied with the work, the achievements of corporate goals: customer loyalty, cost savings, and profitability of performance indicators and enterprise.

This is due to the reorganization of the concept of “personnel management” in the late 20th century. In return for the contradictions between the hired staff and the employer, in which the rigid regulation of procedures for interaction with employees prevailed in the work activity, a field of cooperation and understanding appeared.

This area has its own distinctive features: cooperation of small groups, focus on customer satisfaction, special attention to the goals of activity and production, attracting employees to achieve these goals, stratifying the hierarchy of structures and channeling responsibility to the working groups’ leaders (Bolshakov & Mikhailov, 2012).

Successful activity and effectiveness of the company are ensured by the process of effective work of its employees. Therefore, the current concept of management of the organization implies the allocation of the majority of functional areas of management activities that have a connection with the management of the personnel puff production, i.e. the personnel of the enterprise.

DISCUSSION

The economy of the world of the XXI century is characterized by the emergence of a new view in all sectors of the economy of the state and the world, in which the mental strength of mankind and technologies that provide this force with multiple increases find special significance. The public is moving towards the transition to an innovative stage of development (Kobersy *et al.*, 2016).

Its main feature and foundation are the increase of attention to the acquisition of knowledge as to the immediate production force and the main production resource. Also, the problem of the effectiveness of applying the knowledge, motivations, and conditions of the multiple expansion of demand for the newest technologies, as well as the impact of modern conditions of the economy on the social and economic area of work, remains topical. Our state and the commercial component are obliged to pay attention to this.

Currently, in the conditions of the development of personnel management policies, there is often a transition from administrative methods of leadership to social and psychological, as well as economic methods that have already proven to be more effective and loaded with the opportunity to form the “backbone of the organization,” that is, a system of like-minded people.

Therefore, for an enterprise to carry out its activities, it is necessary to effectively improve and modernize personnel management methods. The essence of the transformation is that every manager of an enterprise is obliged to interest the employee and the collective to meet personal needs.

These changes in the principles and methods of management should aim primarily at implementing a policy of employee motivation, which today plays a very significant part (Silnov, 2016).

The main purpose of the enterprise, on the basis of the Civil Code of the Russian Federation, is to extract and receive as much profit as possible for the enterprise and its owners. In order to achieve this goal, the head of the enterprise is obliged to influence their employees through various legal methods available in modern management, but in practice, they can only address two: administrative methods of influence and economic methods (incentive policy). This condition is caused by a misrepresentation of the real needs of society and the motives to carry out work (Barkov, 2012).

The general concept and meaning of labor activity can not be reduced only to the material component. In the course of development of market changes, the labor values that were peculiar to the Soviet period of time were devalued.

Labor activity and work itself have become a means of survival for many people and society as a whole. In other words, it can be noted that for the social stratum there is a tendency of a certain decline in labor since it has lost its meaning and basic functions. To create a powerful motivation for employees, it is necessary that the meaning of labor activity goes beyond the just satisfaction of personal material values and human needs. Recently, the attention of state authorities and heads of the enterprise to the issues of organizing personnel management has increased. For example, at the level of the Labor Code, which created the basis for labor relations between the employer and the employee, other legislative acts, primarily aimed at the formation of civilized working conditions, are developed and prepared for adoption. However, there are other good reasons drawing the attention of managers to issues that concern the personnel management.

At the moment, it is necessary to carry out reforms in the domestic economy in order to as much as possible adjust the stereotypes of the management enterprise and methods in realizing the transformations for modern and current demands of the world sector and economic space.

Based on these requirements, the manager is now not only the head of personnel management, financier, and administrative officer but also an entrepreneur responsible for the activities of his business and the enterprise where the staff works.

For modern Russia, there is a whole generation of professional managers who differ in the focus on management, on management as a specialty. The main thing is that at the moment a lot of enterprises can give society a chance to contribute to the achievement of goals and strategies.

Therefore, an enterprise as an organizational structure should not be particularly harsh, otherwise, misunderstandings and tensions in the team are inevitable (Doronina et al., 2016). Based on the practical experience of foreign partners, we can say that absolutely all employees must be involved in the work of the enterprise.

This process of involving all the staff will make it possible to achieve considerable success at the level of the whole enterprise and to form an employee more interested in the effectiveness of the firm's activity, and also to reveal the positive qualities of employees, their life goals and the goals they seek to implement in the future.

Thus, it should be understood that it is necessary to make the personnel of the organization more interested in the work of the enterprise since this will be the leading achievement of the company on the way to mastering its mission and purpose (Demirkesen & Ardit, 2015). A person is a basis and the main value of any enterprise and it is typical for them to have their own landmarks and ideas of future. Only in this case, when an employee understands the fact that their future and the achievement of their goals depend on the effectiveness of their work, in this or that organization, and the work of the organization as a whole, which he is ready to realize, only from the side of the person it will be possible to notice the reciprocity of the application of efforts in the quality of the work performed.

In order to ensure a bright future, the employee will try to perform his activities effectively and the quality of his work will be ranked higher than his benchmarks.

At present, there is a declining tendency in interest and attention to labor problems, in analyzing the prospects for improving active work, although assessing the state of affairs in the field of labor is a necessary condition for choosing the right direction and ways of implementing measures to restore the state's economy.

The crisis in the field of work has led to a changed behavior of employees and the entire staff in the manufacturing sector as a whole. The main feature of the staff is that in addition to performing their duties, they are an active part of the production process of the enterprise. Employees can contribute to increasing production efficiency, but also may treat the final result of the activities of the enterprise on which they operate irresponsibly, and may harm innovations if they negatively affect the pace of work familiar to them.

In order to properly implement a policy on personnel management, it is necessary to clearly understand the main stages and patterns by which work with personnel takes place, in other words, the manager must possess unique technologies to guide the labor potential.

Judging by the general crisis of economic processes at Russian enterprises, the effectiveness of working with staff is not great. In the conditions of a market economy and world trends, this method has no justifications and is loaded with serious consequences for the organization.

For more effective work of any enterprise, it is necessary that one of the conditions is fulfilled, that is, to provide each employee with different types of potential and incentives to work.

Thus, it can be concluded that if an employee has an interest in the effective work of their company, it is the pledge of its successful future and a prosperous existence.

RESULTS

The considered methods of cooperation of the enterprise with a specific employee, in general terms, give the most acceptable option, which we could borrow from our foreign colleagues.

For this process, the domestic managers need to revise their views in relation to their own subordinates and more clearly recognize how the employee's inner world influences their motivation, their needs and how to build a position that reflects the need of the enterprise precisely in him as a specialist, who will develop their capabilities and professional qualities for the overall welfare of the enterprise.

It is also necessary to organize a management system in such a way that domestic leaders can profitably and without losses depart from the dictatorial style of management.

It is not always possible to fully realize the potential of the employee, especially when they are in a constant fear for themselves and for the loss of their workplace. A little more, and such a situation will force the employee to look for another work.

The employee should not be afraid, but, rather, supported in all undertakings and motivated by any means, then the employee for his part will make efforts to reveal his opportunities in the professional sphere. The staff feels moral satisfaction from the fact that they have improved their life position and entailed the achievement of a higher level of the organization's activities.

While some employers use pressure and fear, others fall into the other extreme - liberalism. This policy of liberalism becomes apparent when the manager (manager) is loyal to many situations of the production process, that is, tries not to notice the majority of disagreements in the team, and also treats all complaints with indifference, and then completely disregards this information, referring, say, to a large amount of work (Hayes & Maslen, 2015; Hornstein, 2015).

This policy and attitude ultimately lead to a loss of unity of the collective, to an increase in discontent and prosperity of the informal leader among the employees of the enterprise collective. Such governance regimes are the most popular our state, therefore it is worthwhile to abandon this kind of organizational principles, and to become focused on such principles where any employee will feel like a valuable individual and try to surpass the results achieved previously.

In the activity of enterprises where any employee has an interest in obtaining the result not only of his work but also of the work of the entire organization, it is impossible to do without incentives and an incentive program, as it gives an additional impetus to the development of his professional activity.

In our domestic companies, the most acceptable methods of encouragement are gratitude, a bonus, a valuable gift, a certificate of honor, an introduction to the title of the best worker or other achievements in his profession (Gogunskii, Kolesnikov, Kolesnikova & Lukianov, 2016). The remaining incentives to work and encourage employees for their work are determined and entered into a collective agreement or the rules of the company's work schedule, as well as the charter and regulations on discipline and order.

The rules of internal labor regulations may contain such incentive measures as the title of "Honored Worker of the Organization" or "Honorary Worker Veteran".

In order to properly assess the level and accuracy of staff motivation in the Russian Federation, it is necessary to evaluate one of the most favorable experiences of the motivation of the employees of the organization (Arzhakov & Silnov, 2016).

On the territory of our state, Gazprom can be an example of such an enterprise, since this organization is guided in its activities by the conventions of the International Labor Organization, which provide for compliance with international standards on freedom of association, wages, working hours and working conditions, for activities, social insurance, the provision of paid leave, labor protection and other issues.

The procedure for motivating the employee in the team includes both material and non-material incentives, with the focus on attracting and retaining a qualified worker, and also on the growth of his interest in the overall results of work.

The order of pay involves determining salaries for positions and tariff rates with regard to the qualifications and professional qualities employee.

Any work enterprise has the right to award bonuses based on the results of production activities, surcharges and incentive allowances, which are dependent on the working conditions of the amount of work performed, and a one-time premium (including the commissioning of production facilities and construction sites, art, and raw material savings, opening previously unexplored deposits of natural resources), and may rely on the provision of a common interest.

The general corporate norms for the payment of wages are reflected in the Model Provisions on the remuneration of employees of PAO "Gazprom", approved by "Gazprom"'s order No. 377 of December 20, 2012.

To implement the policy of stimulating the leaders of this enterprise and its main subsidiaries and branches for the extraction, transportation, underground storage, processing and sale of gas, the Board of Directors of December 19, 2006 No. 927 stipulates: - an annual bonus system that takes into account the performance of corporate and individual key performance of the company in the reporting year (*"Official cite PAO "Gazprom"*, 2017).

The overall list of the company's indicators includes: unit costs in gas production, specific costs for transportation of natural gas, volume of gas sales in physical terms, reduction of costs for the acquisition of goods (works, services), and commissioning of priority production facilities; - program participation of executives in the authorized capital of PAO "Gazprom", aimed at long-term stimulation of the key employees of the Company to increase shareholder value.

In order to stimulate the employees of the Gazprom Group, the system of encouraging them with state awards of the Russian Federation, the awards of the Ministry of Energy of Russia and PJSC "Gazprom"

was implemented. Having considered the above measures to encourage employees of the “Gazprom” group, it should be noted that these measures have a fairly favorable effect on the overall development of the organization as a whole, and key employees will have an opportunity to take an active part in the joint-stock company and receive state awards, which encourages all employees to develop their professional skills and to ensure their career growth.

CONCLUSION

Summarizing all mentioned above, one can draw a conclusion about the importance of the modern enterprise of the process of maintaining its subordinates on the part of the administrative apparatus, since the correct policy of encouraging employees makes it clear that every worker is very necessary and important for the enterprise. It is the potential and general desire of the employee and his willpower depends on the quality of work performed, and accordingly and entirely the result of the overall work of the enterprise.

To improve the efficiency of the organization, top managers should monitor the degree of moral and psychological climate in the collective of their system and never ignore the existing or existing problems in the team.

At present, in any sphere of the economy and the state, the most important and determining factor is the favorable position of employees and staff, their love for their work, their striving for growth and improvement, primarily as a person who in turn is the main driving force in the economies of world powers.

A correctly constructed personnel management system that takes into account the specifics of the company's activities and the current economic situation, is one of the main reasons that contributes to the achievement of the goals set by the company. The last century and the beginning of the present have revealed the crucial role of the most powerful factor of management - personnel.

All the main types of resources in the enterprise are limited. But for a certain period of time, a unique distinguishing feature of the personnel has been revealed: its potential is practically unlimited and the main task of the administrative apparatus is its constant improvement and development.

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