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Management of Business Career Personnel of a Commercial Enterprise

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ABSTRACT

Personnel policy personnel management and the distribution enterprise to meet the capabilities of a fundamental principle, and involves the planning and development of the business career of each employee. The employees of the personnel service of the enterprise have a primary function: to pay due attention to the development of competencies and skills of the employees, their professional advancement and maintenance to the respective work areas. As the changing production activities of a commercial enterprise and its organizational component, modified the composition and quality of personnel. Based on this, all employees, especially managers, needs to set a goal for ourselves to worry about his own career, as they are to a greater extent than others are interested in achieving the fundamental goals of his professional career, containing, and methods that will surely lead to goals. Planning professional career and promotion of employees on the career ladder should be based on the principle of joint participation of employees and management team in shaping the process of constant development and movement of personnel within the organization to higher positions. Financial structure in the career and training of employees should be seen as investments in the qualification of personnel, on this basis, and the success of the enterprise. Initially, one may assume that the career management of employees, no doubt, inferior in efficiency to the recruitment of already developed high level specialist. This process requires a significant investment of time and money. But on closer analysis it becomes clear that these costs are justified absolutely.

JEL Classifications: J24, M51, M53, M11.

Keywords: Personnel policies, business managing, career planning, labor market, business, investment, integration.

1. INTRODUCTION

Career management of personnel of commercial enterprises at the present stage of development of Russia is characterized by a special social and economic significance of the issue. This determines the relevance of the chosen research topic. In the business environment increased competition, the increasing role of human capital, these factors characterize the efficiency of enterprise management, which directly depends on the efficiency of formation, application and development of managerial staff. The experience of successful entrepreneurship is based on successful foreign companies, long time taking into consideration the fact the importance of which employees and how to advance in your career and apply the company's resources and significant time and money spend on development and promotion of its personnel within the company or departments.

Movement of personnel is formed on the basis of the adopted in the personnel policy personally, a leader in small business enterprises or his Deputy for personnel in large and medium size commercial enterprises (Blinov, 2008). This process is performed by HR staff. If the movement of personnel on the career ladder is spontaneously – the results of dismissal of employees, to perform the requirements of the Director, the result of timely placement is small. Only a uniform and systematic movement of the frame to give a valid social effect.

Methodological and theoretical base made up of monographs of foreign authors, research publications, scientific articles in the field of personnel management in commercial enterprises on matters business career. Basis of research in the field of career employees of the enterprise were the Russian and foreign scientists.

2. DISCUSSIONS

In the management of personnel policy decisions on the movement of personnel on possible elements are fundamental and involve the planning and formation of business career staff. Managers of personnel Department have due regard to the development of competencies and professional qualities of its employees, their career advancement and also a attachment to a particular selected workplace in a specific Department (Utkin, 2009). As production transformation activities of a commercial enterprise, and its organizational structure, changing the composition and quality of the staff. That is why all employees, and particularly managers, have to pay special attention to their own career advancement, as they more than anyone are interested in achieving the main goals in the area of his career at the company, including methods to achieve your goals. Planning your own career and the promotion of personnel of a commercial enterprise, should be based on the basis of the collective participation of employees and managers of the enterprise, the constant development and linear movement of personnel to higher positions and greater wages.

In a broader sense, career considered in the context of labor rights, integrating his professional side of life. Career personnel commercial enterprise is a set of measures consisting of: the desire of an employee to exercise their own professional potential and the interest of enterprises in enhancing the chosen employee (Budarin, 2009). The term career implies a certain official and professional growth of the employee, smooth progress up the career ladder, gaining experience and honing of skills, competencies, job potential and salaries and bonuses that are associated with the activities of the employee. All of these aspects are directly related to the organizational element of the career.

3. CHARACTERISTICS OF THE PROCESS OF PERSONNEL MANAGEMENT OF A COMMERCIAL ENTERPRISE

At the present stage of development any commercial enterprise the important role is played by the management apparatus, whose main purpose is to market products or services to consumers and the satisfaction of his needs. Management of personnel becomes an important aspect of Commerce.

The success of modern enterprises is to staff recruitment, their training, adaptation and career development, as a motivational activator professional skills and personal qualities. In this vein, it should be noted the main feature of commercial enterprises operating on the market today: rising employment options, namely, to work with the buyer and direct contact with it. This process cannot be mechanized, so the company spend most of their resources on human capital.

Work processes are separated on the grounds of:

- the number of employees and their functions;
- the nature of work of employees;
- the percentage of human intervention in the production process;
- the severity of work.

Based on the evidence, a classification of labor processes (Table 1).

Table 1
Classification of production processes

<i>Classifier</i>	<i>Class of process</i>
Purpose in the production	Main, auxiliary, service
Character stages	Procurement, machining, Assembly
Attitude to work	Labor, natural
The relationship with adjacent structures	Analytical, synthetic
Time period	Discrete, continuous
According to the degree of difficulty	Simple, complex
Scale production	Mass, individual

Personnel management in a commercial enterprise requires high attention because of the nature of your business:

- organization and promotion of the product enterprise integrated in time, that is, the service is made at the time of its sale;
- the management team of the company and its related entities and outlets have a direct and active impact on the final result;
- open limit interaction of the staff with the buyer;
- direct access of personnel to material assets and values of commercial businesses (Desler, 2008).

It can be concluded that personnel management in a commercial enterprise as is the impact of the organization, with the help of related organizational, economic and social tools for development of qualitative and quantitative characteristics of staff, to achieve economic and social performance.

The staff management process is constant and cyclical. If this process is disturbed, the control system long cannot exist. It is the decisions, actions, items, tools and produce the product. The constancy in the sphere of personnel management is considered in the whole analysis algorithm problems and achieve effective results (Yakhontova, 2009; Zaviyalova, Norkina & Mindlin, 2014). HR management in a commercial

enterprise is a multifaceted system that helps maintain a functioning vertical and horizontal linkages and consistently to optimize the division of labor.

The stages of personnel management (Table 2) is a path to increase of effectiveness of enterprise management, the fate of which depends on the employees who work in it. Moreover, a commercial enterprise – a community of people who are United one purpose and one related to techniques and tools of management.

Table 2
Stages of personnel management

<i>Stage</i>	<i>Characteristic of stage management</i>
Planning for the needs of the enterprise staff	<p>Planning is divided into:</p> <ul style="list-style-type: none"> Current – continuous maneuver in terms of stability; Strategic – is in the early stages of formation of the company. <p>Planning begins with the formation of the feasibility study of the functions</p>
Recruitment of staff competency	<p>Selection of personnel is carried out on the basis of their competencies, qualifications, and the creation of the personnel reserve.</p> <p>Recruitment process of permanent staff can be recruited from the outside, and can shift between departments.</p> <p>The essence of selection is to find a man who would work for the benefit and prosperity of the enterprise</p>
Managing employee behavior	<p>Components of work behavior:</p> <ul style="list-style-type: none"> – formation of incentives and motivation of personnel; – formation of corporate culture; – monitoring and addressing labor disputes; – prevention and solving of conflicts
Formation of the organizational – employment basis	<p>Legal regulation of labor relations;</p> <ul style="list-style-type: none"> – proper distribution of functions of personnel; – ensuring the production of ties and relations; – formation of personnel policy; – monitoring of personnel; – formation of a system of staffing
Support for the use of personnel	<p>Rational and efficient use of personnel is carried out:</p> <ul style="list-style-type: none"> – distribution of functional duties of the personnel; – identify competencies based on skills; – adaptation of the staff to the conditions; – ensuring the safe work in accordance with the code of labour laws
Improving the staffing	<p>Ongoing work by the service qualification is the key to long – term operation of all employees.</p> <p>Incentives to work can be the development of related professions.</p>

Based on lighting stages, it can be argued that the process of personnel management represents the periods of the formation constant of the enterprise management system and the creation of devices that ensure its continued and effective functioning (Varin, 2007; Armstrong, 2008).

The main goal of personnel management is in shaping the size and composition of employees that meet the specifics of the activities of the business and having the ability to provide the main tasks of its development in the next period.

The concept of the personnel of a commercial enterprise is determined by the number and composition of employed staff. For effective management of enterprise is formed, the classification of employees on the grounds of:

1. Categories:
 - staff management;
 - business/operations staff; and
 - support staff.
2. Positions and professions: allocate the positions of managers (managers), professionals, positions, sellers, cashiers, packers, movers, packers.
3. Specialties: economists, financiers, merchandisers, accountant, etc.
4. Skill level: professions and occupations depending on the level of knowledge and skills.
5. According to sex and age: men age group under 30 years; 30 to 60 years; older than 60 years, and women up to 30 years; from 30 to 55 years over 55 years.
6. The experience in this field, gradation is made up to 1 year; from 1 year to 3 years; from 3 to 10 years; more than 10 years.
7. In relation to ownership: the owners of the property, the company may be shareholders, and employees.
8. The nature of the employment relationship: Temporary and permanent (Barker, 2008; Polyakov, 2009).

Personnel management of a commercial enterprise to integrate management strategy with trade and services, development of material and technical base and financial formation of the business.

Management the number and composition of staff is the most important link in the system of the personnel management functions of the business (Pimnev, Zemenkova, Zemenkov & Iljashchenko, 2016). The primary objective of management the number and composition of staff is bringing to the optimal level of cost of human labor for execution of the main types of works connected with the activities of commercial enterprises and ensure the formation of personnel of relevant professions, occupations and levels of qualification. The implementation of the HR management function at most should be agreed on the overall strategy for management because they are organized at the enterprise human resources and will ensure implementation of all strategic objectives and courses of activities.

4. MANAGEMENT ANALYSIS AND IMPROVEMENT OF BUSINESS CAREER STAFF OF A COMMERCIAL ENTERPRISE

Management of business career personnel of a commercial enterprise is that from the moment when the employee is hired into the organization until his dismissal it is necessary to organize the process of systematic horizontal and vertical promotion in the office or workplace.

The main aim is the knowledge of the employee as the prospects that can be formed in front of him, as well as periods of career growth, and indicators and competencies required of him to advance up the career ladder. When applying for a job in the commercial enterprise employee need to engage in career

planning. Career planning is an important policy direction of production personnel, which is aimed at developing strategies, stages of development, and promotion of staff.

Career planning at the enterprise is the process of comparing the capabilities of employees, their abilities and objectives that integrate with the objectives of the enterprise, its strategy and development plan, which is reflected in a plan of professional career (Table 3).

Table 3
Basic event planning career

<i>The subject of planning</i>	<i>Measures career planning employee</i>
Employee	<ul style="list-style-type: none"> – primary orientation, choice of profession – choice of the company and the posts on it – orientation in the organization – evaluation of prospects and the growth – implementation of growth
HR Manager	<ul style="list-style-type: none"> – assess hiring practices – distribution to the workplace – assessment of the worker and his potential – selection of the personnel reserve on the growth – additional training – program of work with personnel reserve – promotion – new planning cycle
Line Manager	<ul style="list-style-type: none"> – evaluation of the results of work in the enterprise – evaluation of motivation – organization of professional development – incentives – proposals for career growth

An employee of a commercial enterprise can be either a long career or a very short. The Manager of the personnel Department is already in the admission of the candidate designs the possible career to him and discussing the options, with each candidate depending on his individual characteristics and peculiarities of motivation. One variant of development of career ladder in the enterprise for different candidates can be considered differently, for some it will be promising, for someone not.

After determining events career planning (Table 3), it is necessary to form the periods of career planning at the enterprise (Table 4).

Table 4
Periods of career planning staff of a commercial enterprise

<i>Career Stages</i>	<i>Age, years</i>	<i>Description of the stage</i>	<i>Moral requirements</i>	<i>Physiological and material needs</i>
Formation	Up to 25	Study, practice, test on the first workplace	The beginning of self-affirmation	Security of existence
	Up to 35	Development, the development of professional skills, the formation of a qualified specialist, head of	Self-assertion, the origins of the achievement of the objectives	Safety of existence, health, decent wages

<i>Career Stages</i>	<i>Age, years</i>	<i>Description of the stage</i>	<i>Moral requirements</i>	<i>Physiological and material needs</i>
Promotion	Up to 45	Promotion through the ranks, gaining new skills and experience	The growth of self-affirmation, achievement of greater independence, the beginning of expression	
Save	Up to 60	The peak of perfection of qualification, enhancement of professional skills and training of young professionals	Stabilization of independence, the growth of self-expression, the beginning of respect	Health, high level of wages
Complete	After 60	Preparing for retirement, changing to a new activity in retirement	Stabilization of self-esteem, respect for growth	The increase in wage level, interest in other sources of income
Pension	After 65	New activity	Expression in a new field of activity, the stabilization of respect	The preservation of wage levels, interest in other sources of income

After the stage of career planning, it management of business career personnel of a commercial enterprise. Management of business career – is a complex of actions which is conducted by the human resources Department, organizes the process of planning, organizing, motivating, and monitoring career growth, focusing on goals, needs, personal ability, effort, and inclination to a particular activity.

The process of career management the employee should start already when applying for a job in the organization. In this case, the candidate is asked questions that lists the requirements of the organization. The candidate also needs to ask questions that meet the objectives of the formative requirements.

There are some rules of career management in the process:

- do not need to waste precious time on lack of initiative of the employer, and to Orient their desires prospective line Manager;
- need to expand their knowledge and scope of abilities, be prepared to occupy higher position which will become vacant (Vesnina, 2008);
- to analyze, study and evaluate other people that are important to career;
- plan for a week, where to leave free time for Hobbies, you need to remember that everything in life is constantly to assess changes – important professional quality;
- solutions in the field of career may not always meet what you want, they are a kind of compromise between desire and reality, between the interests of the company and the employee; no need to allow career has developed faster than the rest, the past is the past and if there is a need to quit, without regret (Parsodanov, 2007);
- to represent the company in the context of the labor market (human market), but not to forget about the real external labor market and its potential future proposals.

For effective career management, it is necessary to make personal plans. The contents of such a plan, the future leader consists of three sections: assessment of the realities of life, setting peak career goals, private goals, and plans (Figure 1).

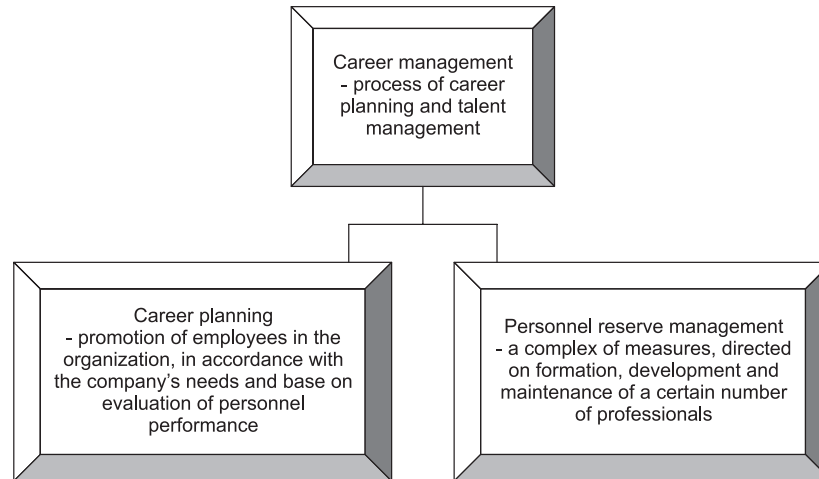


Figure 1: Career management in the company

In the practice of management of commercial enterprises distinguish types of promoting positions: promotion Manager (functional heads and line managers) and promotion specialist.

The promotion of personnel of a commercial enterprise is in the following aspects:

- promotion or skill where the employee replaces a higher position, and the work acquires a higher level;
- translation, when the employee is transferred linearly to an equivalent working place, in order to production demands or modification of the nature of the work;
- decrease when because of the change in capacity the employee is transferred to a lower position or results of accreditation at a lower level to a working position;
- dismissal when an employee changes jobs due to his own dissatisfaction with working conditions, wages, lack of career growth or in connection with discrepancy of a post.

5. CONCLUSION

Career personnel commercial enterprise and management, formed from the desire of the employee to use their own professional potential and the skills and interest of the enterprise in the promotion of a particular employee.

Commercial enterprises, management of which is aware of the need to manage the business career of its staff, make a big step on the way to their own prosperity and well-being. Career management of staff gives a good chance to “grow” a real experienced, skilled, motivated employee or Manager level within their company. Career management of staff is one of the most important trends in personnel management of the company. Career management of personnel of a commercial enterprise is the statement of strategic purposes of his professional development in the organization and definition of the means of achieving them.

Expenditure of funds from the funds on personnel management, career planning, and training necessary to analyze how investment in personnel qualification, and therefore the success of the enterprise. On the one hand you might think that the career management of staff, obviously, plays on the impact of hiring

of already established specialist in the industry of high qualification. It requires a large investment of both time and money. But on closer examination it becomes clear that the cash cost justifies itself in full.

The study showed that the analysis of efficiency of management of business career personnel of a commercial enterprise has a number of difficulties:

- dynamics of personnel today, business is fickle, and there is a high degree of staff turnover is evidence of problematic personnel policies in a commercial enterprise;
- high degree of impairment indicators such as the compliance office and the implementation of certain types of work, and specialization of higher or secondary special education, and refresher courses;
- there is increasingly not the interest of senior management in improving personnel, develop their skills and efficiency in work, their motivation and the promotion.

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