

ESTABLISHMENT OF FAVORABLE CONDITIONS FOR THE PREPARATION AND USE OF THE MANAGEMENT STAFF RESERVE OF THE ORGANIZATIONS OF THE MOSCOW REGION OF THE RUSSIAN FEDERATION

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The article raises the problem of increasing the competitiveness of organizations through the effective use of human capital by creating favorable conditions for the use of talented employees - managerial personnel reserve. Favorable conditions for the development of managers, determined on the basis of world experience, are compared with the factors of using the administrative personnel reserve of organizations of the Russian Federation on the example of the Moscow region. The achievement of comfortable conditions for the preparation and use of the managerial personnel reserve is considered through such elements as the nature of the account of the personal and professional qualities of the reservist Higher position; The essence of social changes in the organization as a result of the appointment of an employee from the managerial personnel reserve to a higher position; The activities of the management of the management of socio-psychological climate and conflicts in the use of management personnel reserve. The empirical basis of the study was the working population of the Moscow region, aimed at developing managerial skills. The main methods of research were: questionnaire using the online service Google Form; Content analysis; Secondary analysis of sociological research data; Methods of mathematical data processing. As a result of the study it was possible to establish that when reserving a reservist in the Russian Federation, the real achievements of the reservist (72%) and his personal qualities (50%) are taken into account at a higher position, which corresponds to the generally accepted recommendations. This in most cases (55%) stimulates the rest to effective work. When using the management personnel reserve, management seeks to maintain a favorable socio-psychological climate, and makes efforts to prevent conflicts. However, in this activity of the heads of the organization there are reserves, which must be used due to the use of modern technologies to create favorable conditions for the preparation and use of managerial personnel reserve. Unfortunately, when appointing a reservist in the Russian Federation to a higher position, there are factors such as the sympathy of the authorities and the protectionism of individual managers (the owners of the company).

Keywords: managerial personnel reserve, management, leader, socio-psychological climate, factor, condition.

INTRODUCTION

In today's world, many companies and corporations are struggling to survive. Much more difficult is small and medium-sized business, which does not have so much money to pay high salaries to employees. In this situation, the struggle for cadres

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is increasingly moving to the creation of favorable working conditions. This is increasingly seen by both business and government officials, for whom the creation of favorable working conditions is becoming one of the strategic directions for the development of social and personnel policies (Misra & Walters, 2016; Bondaletov et al., 2014; Wharton & Blair-Loy, 2002). It is important for them to attract and in various ways to consolidate highly skilled management personnel (Frolova, 2014).

The research of scientists of the last century (Kerzhentsev, 1923; Gastev, 1929; Waterson, 1946; Yadov, 1982; Li, 1991; Guglielmi & Tatrow, 1998) is an essential aid in determining the methodology for creating favorable working conditions.

Within the framework of the creation of favorable working conditions, the care of the personnel reserve occupies a special place. Reserves of any direction, especially personnel, allow the organization to dynamically develop and confidently solve all the problems caused by economic crises. Therefore, they need to create comfortable conditions for development and skillful use.

Under favorable conditions for the preparation and use of managerial personnel reserve in this study is understood the formation of an integrated comfortable environment in which the reservist is trained to perform his working functions in a new, leadership position. This environment is formed within the organization, a specific work collective and a reserve group, into which a talented employee is enlisted.

In the world practice, when developing leaders, the creation of favorable conditions is conducted in several directions. First, it is necessary to achieve fair, transparent technology of appointment to a higher position from the managerial personnel reserve, based on the professional qualities of the reservist. For this, for example, in Greece in the field of sports and recreation, when evaluating candidates for a higher managerial post, the focus is on time management, the ability to solve the problems of the company and the work of the candidate over their continuous development (Tsitskari et al., 2017). This approach increases the loyalty of staff (Vinichenko et al., 2017), the involvement of staff (Chulanova, 2017). More fair and transparent are the actions of management when using the management personnel reserve during the graduation of the organization (Kirillov et al., 2015).

Secondly, the appointment of employees from the managerial personnel reserve to a higher position should stimulate the rest to development, effective work. At all levels and in all areas of management, modern technologies are being sought to create favorable working conditions in order to identify talented employees, develop them (Baklanov, 2006), and introduce innovations (Gureva et al., 2016).

Thirdly, it is important to create a good socio-psychological climate, a benevolent atmosphere among co-workers, where the prospective manager (reservist) will perform their basic working functions. It is necessary for him to feel the support of his colleagues, his superiors, and strive to realize his potential in the new position as efficiently as possible, and not think about how to find a

new job (Liu & Perry, 2016). Constant psychological support is important. Especially for workers whose activities are associated with a greater risk to life. Studies have shown that the professional status of US women officers in the war zone (Cohen et al., 2016), police officers in the performance of their duties (Turnbull & Wass, 2015) has a significant impact on the mental health of the American officers.

Fourth, management skills, conflict prevention, coping with stress, depression (Barck-Holst et al., 2015; Oliffe & Han, 2013), essential to the effective use of the managerial staff reserve, do not allow emotional burnout of employees (Feng & Boyle, 2014), have emotional competence (Chulanova, 2016).

Sanitary and hygienic working conditions, workplace ergonomics, job satisfaction (Kristiansen et al., 2011; Lemke & Apostolopoulos, 2015; French et al., 2004) are important. This is manifested through the employee's state of health, his well-being (Danielsson & Bodin, 2008; Miglioretti et al., 2013), ability and ability to transform his working day (Wharton & Blair-Loy, 2002).

GENERATION OF THE DATA

The methodology for assessing the actions of the management of organizations to create favorable conditions for the preparation and use of the managerial personnel reserve was based on the integrated use of sociological methods.

In accordance with the stated goals, the empirical base of the study was determined by one study group. It included the working population of the Moscow region (Moscow and Moscow region, Russia), aimed at developing managerial skills. The initiative poll was conducted during April-May 2017 in the Moscow region. The sample size was 619 people, with a total population of 19.7 million people. The sample represents the working population of the Moscow region at the age of 18 and older, it was formed on the basis of quota selection of respondents. Quotas were: gender, age, education, profession, work experience. For the sample presented, the maximum error size is not more than 4.5% with a confidence probability of 95%. In order to achieve the quality of the collected data bank, the participants were briefed on the preliminary stage, the electronic version of the questionnaire was protected by the possibility to re-pass the questionnaire, and the logical data were collected according to the collected data.

Respondents participated in the online survey, the average age of which was 34.7, divided by gender in favor of men (73%). Among the respondents with higher education there were 56%, incomplete higher education - 25%, with experience of up to 5 years - 74%, about 50% - management skills: personnel management, state and municipal management, service managers.

The main research tool is a questionnaire. In the form of the questionnaire, author's questions were used, taking into account the approaches of the All-Russian Center for the Study of Public Opinion (VTsIOM).

The study used the following methods in a comprehensive manner: a questionnaire using the Google Forms online service; Content analysis; Secondary analysis of sociological research data; Methods of mathematical data processing.

To determine the nature of the impact of the conditions on the use of the managerial personnel reserve, the factors determining the order of appointment of reservists to a higher position, the state (change) of the socio-psychological climate and management (prevention) of conflicts were determined.

RESULTS

In the course of the study it was possible to establish that the appointment of an employee from the managerial reserve of organizations of the Moscow region of the Russian Federation to a higher position in most cases (55% of the respondents) stimulates the rest to effective work. The next most important reaction for respondents was tension, envy - 17%, then - indifference - 12%. At the same time, joy and alertness are close in importance - 9% and 6% respectively (Fig. 1).

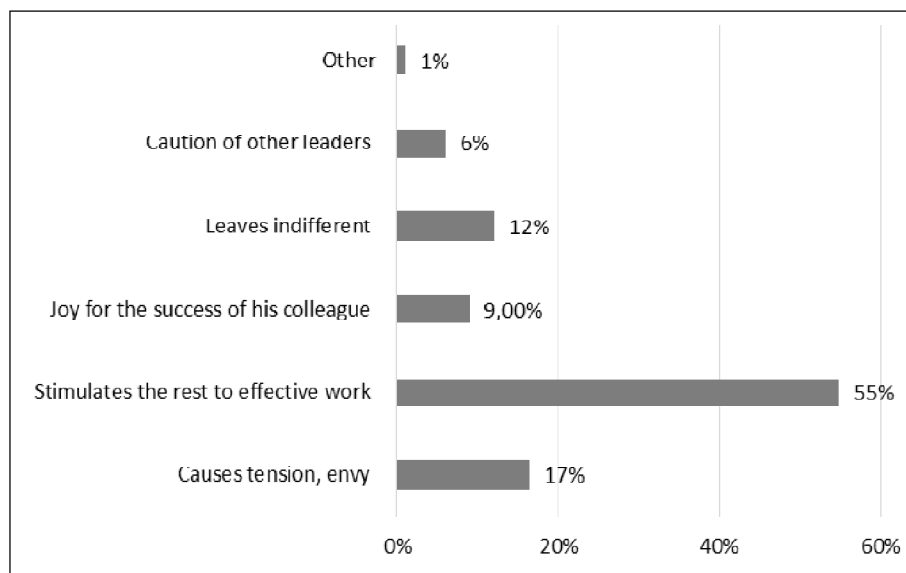


Figure 1: Distribution of answers to the question: “How does the staff of the structural unit (organization) influence the appointment of an employee from the staff reserve to a higher position?” (In% of the number of respondents)

When appointing to the post from the management personnel reserve, in the respondents' opinion, first of all, the real achievements of the reservist (72% of the respondents) and personal qualities (50%) are taken into account, which corresponds to the international approach in this matter. The next most important factors are

the sympathies of the authorities (17%) and the protectionism of individual managers (the owners of the company) - 13%. The same rating was scored by such factors as a lucky chance and an urgent need to close the vacancy (3%) (Fig. 2).

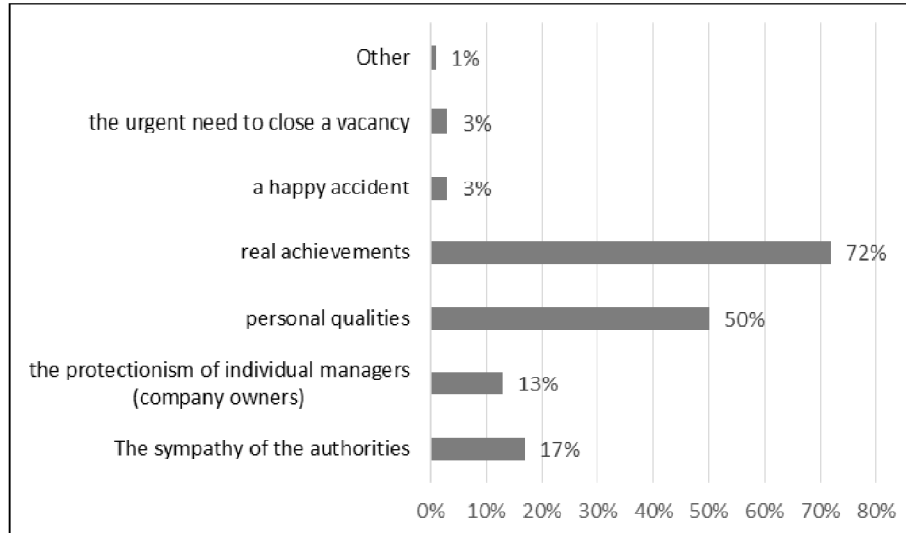


Figure 2: Distribution of answers to the question: “What is considered when appointing a higher position from the staff reserve?” (In% of the number of respondents)

It should be noted that 68.4% of respondents noted that professionalism in appointing a higher-ranking post from the managerial cadre reserve is the main factor. At the same time, European and American studies show even greater importance of this factor, in what are the reserves in creating favorable conditions for the preparation and use of the managerial reserve of the organizations of the Russian Federation.

When using the management reserve, according to respondents, management always strives to maintain a favorable socio-psychological climate (28% of the respondents) and “as a rule” (41%) (Fig. 3). Below is the rating of the criterion “not always” (20%) and never (8%).

Almost half of respondents believe that in their organizations they take measures to prevent conflicts (47%); The fourth part of the respondents (25% of the respondents) - pay little attention to the prevention of conflicts and a fifth of the respondents (20%) expressed the opinion that management does not pay attention to it at all (Fig. 4).

Nonessential values scored the answers: “they use the conflict to increase competition among employees” (3% of the respondents) and “deliberately create a conflict situation” (2%).

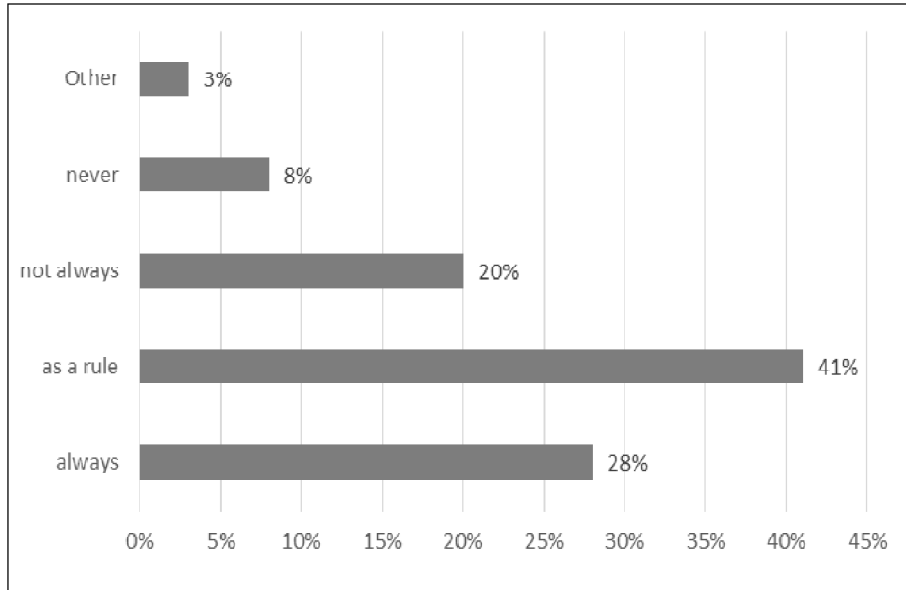


Figure 3: Distribution of answers to the question: "Do you strive to maintain a favorable socio-psychological climate in the formation (development, use) of the personnel reserve?" (In% of the number of respondents)

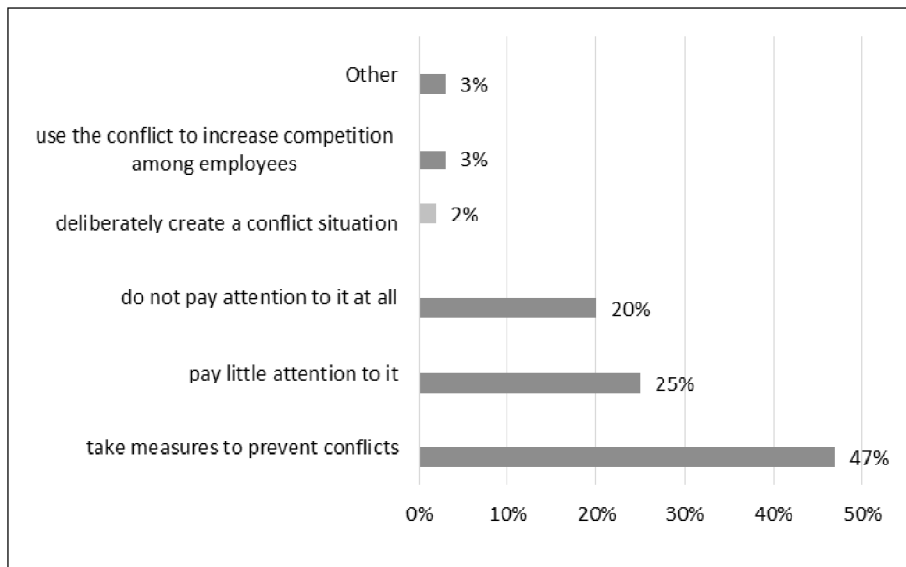


Figure 4: Distribution of answers to the question: "Do you seek to avoid conflicts when appointing from the personnel reserve?" (In% of the number of respondents)

DISCUSSION AND CONCLUSION

An analysis of the conditions for the use of the managerial personnel reserve made it possible to establish that the conditions for using the managerial personnel reserve stimulate the majority of employees to a new achievement and cause joy for their colleagues. However, factors that determine the appointment of an employee from a reserve to a higher position are far from always in Russia are favorable for improving the efficiency of the training and use of reservists. In general, a rather high percentage of envy of employees (17% of the number of respondents) looks logical, as well as a certain wariness of managers (6%).

Competitive environment obliges to be vigilant and timely to identify dangerous competitors in career advancement. Among colleagues, not everyone succeeds in demonstrating their best qualities, achieving success in accomplishing their tasks, finding contact and understanding with their superiors. This reduces their rating and the opportunities for career advancement in this organization. Indifferent in this combination are the most dangerous people. They do nothing to themselves and will hinder the development of others in the organization.

In such circumstances, management needs to conduct targeted work to identify talents among subordinates, enable them to express themselves, together with their subordinates to build their careers in both the structural unit, the organization, and beyond. Indifferent should be under the close attention of the leadership. It would be advisable to introduce them into the “managerial reserve for dismissal”.

The economic situation in the country requires more and more effective use of human potential. Therefore, protectionism and nepotism in Russia, in comparison with the end of the twentieth century, have a very limited resource when appointing a higher position from the managerial cadre reserve (13%). The main factor of the career growth of reservists are their real achievements in the performance of official duties, professionalism, success in learning and development, the quality of performance of additional assignments in the delegation of authority by the manager, personal qualities. Subjective factor “sympathy of the authorities” is within acceptable limits. This aspect is completely impossible to exclude. And sometimes it plays a positive role, especially when forming an effective team. “Lucky chance” is necessary for everyone, but in this case it takes, as well as “an urgent need to close a vacancy,” a perfectly acceptable place.

The great importance of the management of organizations is attached to the support of a favorable social and psychological climate when using the managerial personnel reserve. This is the opinion of the majority of respondents (69%). The change in the reservist status, when appointed to a higher position, should be approached with the close attention of the line and HR management. Especially if it happens in a tough competition. It is necessary to quickly and efficiently adapt the former reservist to a new workplace, help create new communications at a higher management level, help overcome fears arising from the management of

new subordinates, organizational structures. It is also important not to allow the worsening of the socio-psychological climate in the environment from which the employee was nominated to a higher position.

Conflict management occupies a certain place in the system of creating favorable conditions in the use of managerial personnel reserve. The management of organizations strives to use this resource. He takes measures to prevent conflicts, uses conflict to increase competition among employees, and sometimes deliberately creates a conflict situation. However, in the total calculation, only about 50% of respondents noted this. More than 40% of respondents believe that the leadership has little or no attention to conflict prevention during the preparation and use of the managerial staff reserve. These statistics indicate that management has insufficiently high managerial competencies and (or) does not see it necessary. However, the emergence of conflict situations leads to a decrease in the productivity of workers, the effectiveness of the organization as a whole. In this regard, it is advisable to intensify the training of managers in conflict management. It is necessary to use the human potential as efficiently as possible, creating favorable conditions for the development and use of the managerial personnel reserve, avoid conflicts when appointing to a higher position, and prevent mobbing.

In general, the leaders of the organizations of the Moscow region of the Russian Federation are aware of the need to create favorable conditions for the preparation and use of the managerial personnel reserve. This allows increasing the efficiency of using the labor potential of employees, the competitiveness of the organization in the market of goods and services. However, in this activity of the heads of organizations, large reserves are not used to further improve efficiency.

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