

INCREASE OF EFFICIENCY OF STIMULATION OF A PERSONNEL RESERVE OF THE EDUCATIONAL ORGANIZATION

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In the article, the main problem issues are considered to increase the effectiveness of stimulating the personnel reserve of administrative and managerial personnel in the conditions of organizational and staff transformations of the Russian State Social University (RSSU). The analysis of the socio-demographic structure of the staff of the Centralized Deanery of the RSSU, the activities of this structural unit of the university, the motivational profile of employees, and integral satisfaction with work was carried out. Group has been involved in the study of 100% part of the staff of the Centralized Russian State Social University dean's office which is dominated by young employees under the age of 30 years. The young employees make up more than half the staff (77,35%) and they fulfill the basic functions related to planning and operational work where great overload is due with time and emotions. The staff has a high educational level - 91% of the employees with higher education and 50% of students-workers RSSU with an overall average length of service for about 7,3 years. During the study, employees were offered profile "Motivational profile" as described by J.K. Balashov and A.G. Koval to identify the prevailing types of motivational personnel of the Centralized dean's office and the definition of acceptable forms of stimulation for them as well as test "Integral hard satisfaction" by A.V. Batarshv. The main apprehension at the next organizational-staff activities which were carried out in the spring of 2016, it was the fear of being fired. Based on the identified predominance of the professional motivational profile (28%) and a high degree of dissatisfaction with wages (68.25%) prompted a monetary incentive scheme optimized structure with careful use of resources for fear of being fired. In general, the article identifies the most effective methods of stimulation and offers some measures to improve the efficiency of use of labor potential of the personnel of the organization.

Keywords: efficiency, personnel reserve, the staff, stimulation, satisfaction, reforms.

INTRODUCTION

The socio-economic crisis that gripped the world civilization requires managers at various levels of innovative solutions in the field of production management and human resource management. It is necessary to offer new innovative solutions to improve the efficiency of organization's activities. Human factors increasingly influence on the socio-economic development of the states, the nature of the activities, the effectiveness and competitiveness of organizations, large companies. It is being developed for the creation and application of technologies for the

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identification of human potential, its development and use in the production of goods and services also for the sale of the labor market (Baklanov, 2006).

Developing in line with global trends, post-Soviet countries aimed at creating conditions for the reproduction of human capital. However, long-term reform led to a large deficit of highly qualified personnel (Kibanov *et al.*, 2015; Frolova, 2016; Buley, 2016). This forced the user to direct maximum resources, “popular” investments to the creation of favorable conditions of work and training, search and development of talents, the use of gaming technology (Voltchkova & Rasskazov, 2009; Rogach *et al.*, 2016, Chulanova, 2016, Kirillov *et al.*, 2016; Vinichenko *et al.*, 2016). A special place is occupied by the effective use of the potential of migrants (Ushakov, 2016).

One of the key elements of improving the efficiency of educational organization is the creation of a personnel reserve and its right motivation (Atkinson, 1974; Szalma, 2014; Bronkhorst, *et al.*, 2015; Chulanova, 2016). In addition, for personnel working in the field of education, it is important to participate in making decisions to improve the educational process and conduct of research (Cummings *et al.*, 2016; Liu & Perry, 2016), to achieve fairness in the assessment of labor (Shun Hsing Chen, *et al.*, 2006), actively participate in profits (Douglas *et al.*, 2008).

Leaders of the Russian State Social University in the framework of the development strategy have identified the importance of supporting their reform team. The cornerstone was the desire of management to direct the motivation of employees to improve the efficiency and productivity of work. In practice, it turned out a little bit easier to define KPI for faculty than administrative staff. It was therefore decided to conduct a sociological study to identify ways to improve the effectiveness of personnel by improving motivation. The first results were obtained in the spring of 2016 and made it possible to carry out detailed changes. It was decided to carry out further research on the nature of the changes and their impact on staff to determine their effectiveness of the personnel reserve.

GENERATION OF THE DATA

Basics of research

Scientific methods were applied complexly to identify the nature of the views on the system of motivation and stimulation of personnel reserve of the Centralized dean’s office of the university, research and experimental activities on the basis of comparison of the methods of comparison, the content analysis, visual and systems analysis. Visual and systematic analysis of data made it possible to spread the study group into parts and to identify the nature of the views of the individual employees and managers on the system of motivation and stimulation of administrative personnel of the Centralized dean’s office during the entire

study period, and synthesis made it possible to combine them into a coherent whole.

Sociological methods (observation, questionnaires: interviewing, questionnaires) were used to identify relationships to social phenomena associated with the problem of improving the system of motivation and incentives for staff based on social status, education, age and gender differences between respondents. Statistical methods were used to analyze the data in order to justify the reasoned conclusions on the rise and address the problem of improving the system of motivation and stimulation of administrative personnel of the Centralized dean's office of the university.

Staff appropriately qualified experts, experts in the field of motivation and incentives for staff were involved in monitoring and evaluation activities in the course of the study. 100% part of the staff of the Centralized dean's office (22 respondents) were included in the composition of the study group.

Methods of Balashov and Koval

Method of questioning was used in order to assess the structure and nature of the motivation of the Centralized dean's staff. In the study, employees were offered: profile "Motivational profile" of J.K. Balashov and A.G. Koval (2002) to identify the prevailing types of motivational personnel Centralized RSSU dean's office.

The methodology of J.K. Balashov and A.G. Koval (2002) is the division of the motivational profile of the person on five motivational profiles: Instrumental, Professional, Patriotic, Master (Proprietary) and Underclass (Downgraded). Instrumental is characterized by the desire to earn money, Professional is characterized to become the best in the profession, Patriotic is characterized clear belonging to the organization Master (Proprietary) is characterized freedom in action, Underclass (Downgraded) is characterized not willing to grow, work well, interferes with other. Each person has its own architecture, their relationships allowing you to choose the most appropriate incentive system.

Methods of Batarshev

The definition of acceptable forms of stimulation for the employees was carried out using the test of A.V. Batarshev (2002) "Integral job satisfaction". It was possible to evaluate not only job satisfaction but also its components, such as satisfaction of working conditions, satisfaction with relations with management, the assessment of interest in work, socio-psychological climate in the collective.

To improve the efficiency of staff considered achievement motivation, which was determined by the method of T.S. Gordeeva (2002) as motivation, aimed at the best possible performance of any activity aimed at the achievement of a result to which the success criterion can be applied.

RESULTS

Socio-demographic characteristics of staff

All the staff of the Centralized dean's office RSSU was involved in the study. They are the personnel reserve of the organization. The gender structure of the Centralized dean's staff specific is 81% women and 19% men. Analysis of the age structure shows that it is dominated by young employees under the age of 30 years. They make up more than half the staff (77,35%) and fulfill the basic functions related to planning and operational work where great overload is due with time and emotions. At this stage the work is mainly university students having a large charge of energy, desire and creativity.

The work in Dean's office is a very attractive and promising for them. The number of employees the age group older than 40 years old persons is 18.1%. The difference between workers age group up to 30 years age and group up to 30-40 years is quite significant 77,35 % and 4,55 %, respectively.

Skill mix of the investigated structural unit RSSU is asymmetric in nature with a shift in focus on employees with higher education (91%) on the one hand, and 50% of students-workers RSSU, on the other hand. 18,1% of them have secondary, vocational secondary or incomplete higher education which confirms the high educational level of the staff of the Centralized dean's office. 72,9% of them have higher education and are trained in our university for graduate programs.

The average length of service of employees is about 7,3 years, but directly within the University it is 3,3 years. The ratio of total length to the length of service at the University is 68,25 %.

Motivational profile dean's office staff procedure of J.K. Balashov and A.G. Koval

Results of the study allowed for a distribution table 1 for the ranks of typical motivational types of deanery staff

TABLE 1: MOTIVATIONAL PROFILE OF EMPLOYEES.

<i>Motivational profile</i>	<i>Class motivate</i>	<i>% of total</i>	<i>Rank</i>
1. Professional	reach	28	1
2. Master	reach	23	2
3. Patriotic	reach	18	3
4. Underclass	reach	18	4
5. Instrumental	avoid	13	5

The main type of motivation among employees has become a professional (28%) and master's (23%), which was not quite typical for this category. Particularly surprising was the lead underclass motivational profile, which is characteristic of

people with evaded class motivation and striving for substantial development and career (18%).

Also it attracted the attention of the fact that as a result of the reform of personnel seeking to increase wages significantly reduced and the instrumental type of motivation was in the last place (13%).

Research carried out during the previous five years on the same structural units, in the first two places in rank attributed instrumental and professional. Before, this corresponded to the young age at which employees are constantly sought to increase wages for their growing needs. At the same time actively to develop professionally and move up the career ladder. Now, given the high level of education and youth employees, motivational structure the Centralized dean's office does not seem logical.

Satisfaction staff procedure of Batarshv

Based on the data obtained in the study methodic by Batarshv, a table 2.

TABLE 2: FACTORS NOT EMPLOYEE SATISFACTION WITH WORK

<i>Factors</i>	<i>% of respondents</i>	<i>Rank</i>
1. Low salaries	68.25	1
2. Do not be successful in the profession	36,4	2
3. Official position does not match the capabilities	18.2%	3
4. Do not observe the growth in the service position	13.65	4

Dissatisfaction was expressed with wages prevails over other negative factors (68.25%), doubled ahead of the closest is not success. Three other factors indicate a low degree of realization of the labor potential of employees Centralized dean. At the same time, 22,75% expressed the view that the reduction (dismissal), will be reviewed further development plan (training), including work in the Russian State Social University.

From the survey results we can conclude that the prevalence of instrumental motivation among employees Centralized Profile deanery RSSU isn't job satisfaction, along with a significant prevalence of factors such as low wages, it allows you to focus on improving the management of monetary stimulus is optimization of the wage system. In addition, the stability of employment is important for the staff.

Most strongly employees the Centralized dean's office are afraid to be fired at the next organizational-staff activities carried out in the autumn of 2016. It expressed the 90.9% of the staff of the Centralized dean's office

DISCUSSION AND CONCLUSION

Comparative analysis of the importance of values and wages fall under the reduction in the organizational and staff measures showed the predominance of maintaining

stability in work (81.8%). However, you need to very carefully use this factor, bearing in mind that it is a limited resource, and ultimately may give the negative effect.

It is necessary to work on improving the personnel policy of educational organization, increasing its closeness, appoint to senior positions mainly because of the number of young employees of the university, including in the staff reserve. It is also necessary to fix the priority of the value of their employees to the candidates from the labor market. Corporate culture must reflect the importance of staff loyalty encourage the desire to develop within the educational organization.

In a previous study it was concluded that a large percentage of employees with master's, professional and patriotic types of motivation suggests. It is possible without significant financial costs to increase the efficiency of the staff reserve through centralized social security: a more systematic career management, empowerment, involvement and greater involvement in corporate culture. Given the results of this study should also be given to employees of independence and the absence of some clear desire for development.

Another reliable mechanism for increasing interest in quality work is the young staff reserve. It can be taken into account in setting difficult, creative tasks requiring alertness, creativity, great intellectual and emotional costs. At the same time, young employees must clearly understand how to perform tasks affect the development of their competency and professionalism in this field, the cost of the labor market and development prospects. Also useful is the use of secondment technology, developing a systematic view, which has a positive impact on improving the efficiency of the organization.

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