

INCREASE LOYALTY OF THE STAFF OF PUBLIC ORGANIZATIONS

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The research urgency is caused by necessity of public organizations in a creative, energetic, well-trained young staff, and a lack of necessary conditions for labor activity and staff development. This contradiction increases the turnover. The purpose of this article is to identify the loyalty of the staff of the Public chamber of the Russian Federation. The main research method is the analysis of the data obtained during the field tests. The study includes the study of the Public chamber of the Russian Federation according to the methods of J.K. Balashov and A.G Koval, and K. Cameron and R. Quinn, questioning employees, use test J.K. Balashov and A.G Koval. The analysis was able to establish that almost all employees come to the Public chamber of the Russian Federation for self-realization, development of their creative labor potential. In performing their duties, employees are ready to work more intensively (86,7%), go to less convenient working hours (26,7%). However, the structure of the work does not meet most of the staff by the dominance of bureaucracy, lack of unity of command. As a result, this leads to significant congestion, increased working hours during peak load. Stress overload reduce the loyalty of the staff with average data, and they quit. The significance of the results is that they allow the management of social organizations to increase staff loyalty through optimization of governance, harmonization of values of the candidate established morals in the team, the introduction of gamification.

Keywords: public organizations, staff loyalty, effectiveness, motivation, project activities.

INTRODUCTION

The loyalty of the staff represents interest for various fields of activity and is it a subject of domestic and foreign scientific research.

Amongst Foreign researches we can be distinguish research conducted at School of Oriental and African Studies, pointing to the importance of expanding the theoretical bases of use of human resources, creation of favorable conditions, as well as, work in various areas outside the business (SOAS University of London, Fourth Edition 2013, revised in 2014, 2015, 2016). A number of scientists points out that the competitiveness of the organization largely determined by the human capital (Grayson & Dell, 1991).

It has to be noted that overseas, actively promoted a systematic approach to strategy of design and development of staff in the company in order to improve staff loyalty. Project activities are linked to the importance of education and the

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need to gain experience for future career advancement (Savelsbergh *et al.*, 2016). Using interactive way (through research) the relationship of project work and development prospects of employees, as well as the manager's participation in the construction of career vectors in the work (Medina & Medina, 2014).

The problem of increase of the loyalty of staff in the public organization sector through the assessment and prospects of the employee examined by authors L. Cohen and J. Duberley (2015).

The specific interest attracts work related to the study of experience to increase staff loyalty in non-profit (including similar to their them state organizations) organizations, describing the issues of hierarchy, principles and strategies, development trends and work with the staff personnel, the key points in this area. Quite seriously to this question fits Department of Public Service and Administration South Africa (The DPSA South Africa, 2015).

The nature of the influence of monetary incentives on employees' attitude towards assigned work tasks was also the subject of study of a number of researchers (Loon *et al.*, 2016; Belle & Cantarelli, 2015).

Psychological aspects of increasing staff loyalty through planning and development of internal communication, increasing interest of workers in effective performance of their duties, raised A. Bharadwaj (2014), M.L. Cummings, F. Gao, K. M. Thornburg (2016). On the subject of occurrence and management of the conflicts in interpersonal communications, there are further works devoted to this subject (Gabriel *et al.*, 2015; Lumina & Moskowitz, 2014; Wong *et al.*, 2011; Gerben *et al.*, 2012).

The definition of "knowledge management" as a source of development of employees and the influence of this phenomenon on the loyalty of the staff personnel, described in an article C Galunic, K. Sengupta, J. L. Petriglieri (2014). Issues of creation of favorable working conditions, reducing staff turnover and development of staff directly, considered on the example of the organization in Nigeria (Problems and Solutions, 2013).

The attention can be attracted to interesting works on increase of loyalty, development of the personnel created by local authors. The interactive and gaming methods of work with personnel are very popular nowadays (Vinichenko, Melnichuk *et al.*, 2016; Zaitseva *et al.*, 2015). In the innovative development of companies, which includes the development of personnel, it is important to take into account also the mathematical methods (Galinskaya, 2007; Novikov & Ivashchenko, 2006; Gureva *et al.*, 2016). The management of project staff based on the most important processes of creation of favorable conditions of work and training, delegation of authorities, resources and responsibilities (Vinichenko, Frolova *et al.*, 2016). In the process of strive with staff turnover, planning of staff development system is necessary to comply with a single course built through the assessment and staff motivation (Gerchikov, 2004). As part of the basic human values of the system to build a

motivational model of human development is possible through the freedom of decision and management responsibility for their fulfilment (Kondratyev, 2005; Vinogradova *et al*, 2016a). Despite the variety of work, none of them discussed the specifics of increasing the loyalty of employees of public organizations.

Public organizations have their own characteristics of operations and require a different approach to the development of work with the staff. In the first place, it is justified pro bono work of the main structure of the organization. The working conditions of permanent employees are does not bear a commercial benefit, and material incentives framework strictly limited.

In commercial organizations focus made on gain of financial benefits as result of educated implementation of work with employees, structure and resources, while public organizations serve to social goals and achieve effectiveness of employees through involvement of those into the core values are social goals and achieve efficiency through the involvement of workers in its essence if commercial organizations emphasis on material gain as a result of competent construction work with the staff, the organization and resources.

In Russia and other countries, where the formation of a civil society is taking place or systemic social transformation are ongoing, with growing migration flows, constantly grows a need to understand the specifics of non-governmental organizations, working with their elected, provisional members and employees directly, ensuring their functioning.

The problem of increasing staff loyalty in considered organizations is the prevalence of small-scale (forms), and the spontaneity of operations of many of them. When Altruistic motives of workers are exhausted, and they change the scope of its activities instead of professional growth and development of the joint association. But there are separate types of non-profit organizations, such as the Public Chamber of the Russian Federation, founded by the personal initiative of government officials. Their work is actually integrated into the state system, and prioritized aims; while maintaining status and formal independence. In this case, the company realized the control function of the society at the same time with the support of the state. As part of the Department activities , usually self-fulfil themselves those employees who are ideological, active, who are indifferent to their work. But their development is limited by factors such as abuse of their resources by their managers, chief of the department on the activities of the organization as the highest point in their career, the monotony of the tasks in each annual cycle. Since employees perform orders from the head of their structure, thus they have to comply with the requirements not only approved by them.

Through the work on the development of employees realizes a list of important tasks. It helps staff to know the exact standards of work, save and transmit the acquired skills and information within an organization, prepares them to follow-up on activities and tasks. Teaching and developing staff, the company has strengths

internal structure and creates an adequate talent pool, adapts the new employees, maintains the organizational culture and values. In this case in the management of personnel, not all the elements are implemented to the required quality level, that reducing the loyalty of personnel and the efficiency of organization. In this regard, this study was conducted.

METHODOLOGY

The methodology of the empirical study of the conditions of labor and loyalty of department of the Public Chamber of activities based on the following elements:

- The formation of the total sample (sample size was 15, when 22 people of the total population, of which 13.3% - male, 86.7% - female; 26.7% of respondents have incomplete higher education, 72.3% - higher different profiles (management, economics, business informatics, and others); the sample represents Public Chamber of employees aged 18 to 27 years old;
- Spot - metering performed once;
- Field - the study was conducted in the course of performance of staff job functions;
- Analytical - detect the state of personnel development system in particular circumstances.

For a sample provided by the maximum size of the error of no more than 3.57% with a confidence level of 95%.

Assessment of working conditions and staff loyalty in the Public Chamber of the Russian Federation (on an example of the Division's activities) was carried out on the basis of toolkits such scientists as P.R. Harris and R.T. Moran (1991), K. Cameron and R. Quinn (2001). Structure of the organization culture was considered based on 10 indicators suggested P.R. Harris and R.T. Moran (1991), self-awareness of employee and his own place in the organization, communication, appearance, habits, attitude towards time, values, relationships, faith, development, ethics (Harris & Moran, 1991). Analysis according to valuation type performed with the use of the theory of K. Cameron and R. Quinn (2001), involving the 4 main types - bureaucratic (hierarchical), market, and clan adhokratichesky (competitive) (Cameron & Quinn, 2001).

Motivational staff profile was identified with the help of a motivational test J.K. Balashov and A.G Koval (2002) The study used sociological methods such as observation, surveys, interviews.

RESULTS

Research Division of the Public Chamber activities using Adizes methodology revealed that he is close to the characteristics of the stage of "youth". In its characteristics, there is process of changes of values, conflicts and contradictions

between employees at different stages of training activities, different ways to solve problems in new and long-serving staff. Search for candidates for the vacant position is based on principle, find similar, but slightly more able and knowledgeable. The increase in the number of staff is not accompanied by timely and high-quality equip of work places.

In the Public Chamber of the Russian Federation following labor environment has been developed: the promotion of freedom of labor as part of key tasks, informal style of communication and the “open office” format, the presence of corporate identity and customs, friendly and open to help team, differentiation of internal and external challenges regarding the precise time management and the basic work - taking of the value and responsibility for it. From a formal point of view, on top of that nobody purposefully deals with issues of career building and development of the personnel.

The ratio of staff of the Department of the Public Chamber of activities to working conditions and prospects of development has been determined on the basis of data obtained by the method of J.K. Balashov and A.G Koval. (2002). A questionnaires were completed, which includes 22 questions with different types of responses. We ask questions such as “What do you value most in your work?”; “What principles do you have to build a relationship between the employee and the organization?”, “If the situation in your organization worsen, what changes in your work situation will you agree upon in order to stay in the job?” More others questions had been asked.

As a result, 80% of respondents noted that they feel useful and necessary; 66.7% - work in a public organization allows to show their skills and knowledge, and only 13.3% noted the importance of a good wage.

The unanimous preference (100% of respondents) recorded on the issue of self-fulfillment as the main goal of employment.

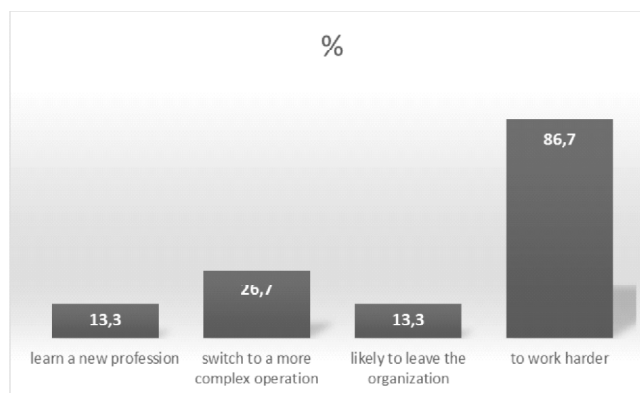


Figure 1: « If the position in your organization will get worse, what changes in your work you agree to in order to stay on the job?»

Their prospects in the organization employees see differently (fig. 1). 86.7% are willing to work harder; agreed to move to a less convenient work schedule 26.7% and would like to learn a new profession - 13.3%. The same percentage (13.3%) was observed among the respondents who are not willing to work in harsh conditions and overload with irregular working hours. Thus, the vast majority of respondents found the willingness to help the organization by using considerable amount of their own time and effort, while only a small part is not willing to sacrifice their free time for the sake of work.

Final analysis of the results of the study as described by J.K. Balashov and A.G Koval. (2002) method showed that most of the staff has a professional-type of patriotic motivation. Stand out 40% of respondents and 33.3% of professional - patriotic motivational types. This demonstrates the importance for the professional development of staff within public organizations.

A study assessing the importance of development in the organization allowed to establish (fig. 2), that complex tasks are a priority for the development of employees (40% of respondents). In second place is the independence in their professional activities (33.3%) and in third place personal responsibility (20%). For employees it does not matter what values of performed the tasks (6.7%).

During the survey it was found that 66.7% of respondents expressed the view that the problem of principle of unity of command has aggravated. Analysis of the interviewing data revealed one of the basic conflicting points which is the need of approval and execution of assigned tasks simultaneously directed from several leaders (peers) and only partially perform separate, certain tasks (73.3% of respondents).

With the increasing volume of tasks problems and communication difficulties, assignment of tasks by several leaders, the overlap of tasks one on the other leads

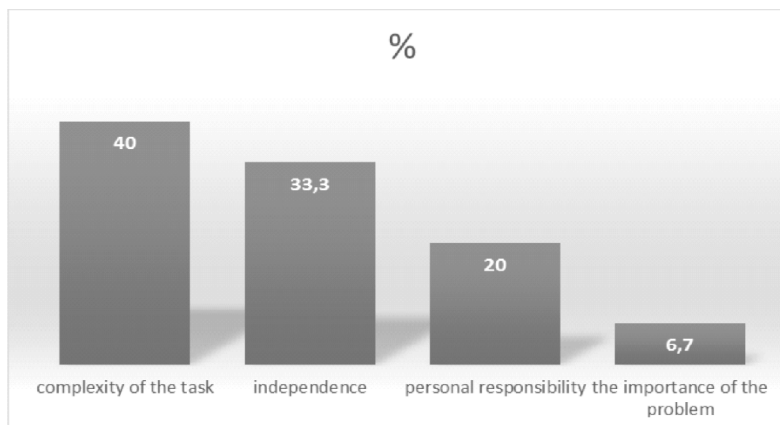


Figure 2: Evaluation of the importance of the environment in the organization

to confusion and disturbance planning of activities of the staff, as well as to delay and postponement of delivery of the project. On tabl. 1 displays the average actual time worked in a certain period of the project.

TABLE 1: SCHEDULE WORKING TIME IN DIFFERENT STAGES OF THE PROJECT

<i>Months of 2016</i>	<i>August</i>	<i>September</i>	<i>October (1-15)</i>	<i>October (16-31)</i>	<i>November</i>	<i>December</i>
The average number of hours worked per day by employees	8	9	11	14	13	10

The growth of the load and the duration of labor is continuously increasing, significantly worsening the working conditions, especially trainees, who have not yet completed the adaptation cycle. This leads to high staff turnover, especially among newcomers. The issue of staff development in this case is not raised as methods for obtaining new competences are too rigid and do not coincide with the expectations of the employees, especially newcomers beginners. Although as per survey results they are ready to sacrifice their personal time, except for 13.3%. Apparently they had no idea on the extent of overload, as staff turnover is significantly higher (46.7%). As a result, the most persistent retain their jobs, those who are willing to work for 13-14 hours a day.

The study estimates the number of performance and quality of work has shown that they are mainly of a general, quantitative character in nature and are not aimed at enhancing the employment potential and the development of new competences, which is important for the professional-patriotic type of the personnel. People are forced to concentrate on performance of large volumes of tasks in a short time, which does not allow them to focus on quality. It also does not meet the expectations of staff and is a reason for dismissal.

The study revealed the dependence of working day time of department of the Public Chamber based on the stage of the project. Along with the constant growth, peak loads occur at stages 4-5, when an employee decides to continue to work in this organization or quit the job.

DISCUSSION

The data obtained on the stage of the organizational life cycle is characterized as the organizational culture aimed at the operational result and employees - as part of a team, and not careerists. The activities of the Division of the Public Chamber of the Russian Federation, along with a creative atmosphere, discretion, paid very little attention to the development, career growth, which proved by the lack of career development system and the high turnover of staff. Management gives priority to operational and tactical tasks, and has little of interest in the creation of

strategic prospects for employees. This attitude creates a combination of bureaucratic type culture with a democratic leader of a formal management process - the legitimate authority.

The responsibility for the tasks borne by the employee. On the basis of this annually year (by the time of completion of the project) serious reshuffling of staff takes place. Work activities are organized on the principle of maximum input of employees energy in the course of the first and subsequent projects. As a result, a person gives up and quits the job, or changes take place in the content of work activities, career growth. Personal development of workers occurs in the educational institutions on training courses or in the process of exchange of experience with staff of other non-profit sector organizations.

Difficult working conditions and limited prospects for employees can be compensated by modern technologies of organization of work. This question can help gamification (Vinogradova *et al*, 2016b) of all processes. It reduces primarily emotional burden, facilitates interaction of various structures and staff understanding of the situation by all levels of government organizations. Involvement in the gameplay, the development of ownership increases the loyalty of staff.

Analysis of the survey results has allowed to establish the similarity of value orientations of the majority of employees with professional and patriotic motivation. The best conditions for the development of their competence is self-reliance, personal responsibility, a sense of the significance of tasks, as well as work with complex tasks. The inclusion of these indicators as a basis the remuneration system personnel will connect the needs of employees with a stimulating effect of management with minimal financial costs of organization, increase staff loyalty.

The study revealed that in terms of increase of working hours in the course of development of the project planned development of the personnel becomes difficult. Priority of volume of tasks over the quality of their performance creates unfavorable conditions for the professional development of employees. Insubordination is also bears an adverse effects, confusion in assignment of the tasks by several managers, the lack of a complete vision of the project (task). When employee reports to several managers (approximately equal) it reduces the efficiency of the employee and there is a likelihood of solving the problems with varying degrees of quality. As well as it blurs the boundaries of personal responsibility.

However, in such circumstances the work abilities clearly demonstrated, as well as ability to cope with stressful situations, interpersonal skills and the ability to quickly assimilate new material and technology. These qualities become decisive in the future career of employees. Another way of solving the problem may serve possibility to attract trainees to perform certain situational large tasks. This will increase staff competence in delegating tasks and will contribute to self-development through training others. At the same time it will be possible to develop managerial competencies through a better structuring of tasks and those responsible for them,

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as well as better coordination through harmonization of individual responsibility boundaries, improve the quality of work, simplify maintenance, and reduce the time to complete the project.

High staff turnover, particularly at peak load phases adversely affects the efficiency of the structural divisions and the organization as a whole. After all, the share of stable part of the staff is about 53.3%. Build prospects in these circumstances is problematic. This relates to the system of management that implies training of the employee on resolution of issues in the process and not on planning stage prior to its execution. Besides, in the conditions of dismissal and hiring of staff difficult to create a good team, although this problem is almost negate the age characteristics (average age - 23 years old, which means a more informal atmosphere, the socio-psychological characteristics of communication and interaction, greater transparency). In addition, a significant impact on increasing the loyalty of staff has a high level of brand organization (federal), his fame and the opportunity to prove themselves, gain useful contacts, gain experience in the federal (international) level projects.

As practice shows, the Public Chamber of the Russian Federation sometimes take staff who do not fully meet the requirements for qualification. The lack of personnel development system greatly complicates the solution of problems for the worker in the adaptation period. One of the effective methods is to hire personnel based on somebody' recommendations. It is especially effective when the experts recommend somebody knowing him from previous assignments, trainings, work practices.

Along with this, it is proposed to extend the authority of the specialist who works with the trainees and participants to include a function to build a career, personnel development department, to carry out his further training. The specialist will develop a program of personal development and determine the career prospects (in consultation with the management authority may be extended to the level of the entire organization). Also acceptable grading of department or whole the organization in consultation with the senior management for the optimal allocation of human resources and a more dynamic functioning of the structure.

CONCLUSION AND RECOMMEND

The activities of the Public Chamber of the Russian Federation is a useful, socially valued character. Based on the organization's goals, those who come to work there have a strong desire to be useful and necessary for society as much as possible to show their knowledge and skills. Most of them are young people (average age 23 years), with a predominance of females (86.7%). The most of the staff has a professional-patriotic type motivation. Work in socially important (federal, international) projects, enabling them to demonstrate their independence in decision-making and execution of orders to take part in solving complex problems and take

full responsibility for its successful implementation in the project. The number of important and useful contacts grows in such assignments. Work in public organizations is an interesting and very intense, often with large amounts of problems to be solved within a day. Employees desire to perform their duties with high level of quality, but the high work intensity and volume of the tasks adversely affect the condition of employees. Introduces an additional negative effect of multiple approval of tasks with different structures and levels of management, violation of the principle of unity of command. In this case emotional burnout and fatigue accumulation takes place. Not all employees cope with that, and it leads to high staff turnover. Significantly affect the loyalty of staff an absence of a clearly established system of personnel development in the organization. Employees do not see the prospects of development and go to search for a job where you can get a career growth. The stabilizer in this situation appears to be a high level of brand of the Public Chamber of the Russian Federation, its fame and opportunity.

In the interest of reducing the turnover, it is necessary to carry out a complex of measures aimed at improving staff loyalty. First of all, it is important at the stage of recruitment to select candidates who meet the management value orientations, the main part of the staff of the organization to be hired using method of recruitment as hiring upon somebody' recommendations. It will be useful make gamification element in the labor functions and processes that will create a more comfortable, free and at the same time a controlled atmosphere for the realization of the labor potential of creative and active youth. Development of employees by the organization of usage of modern technology and securing this function with particular employee.

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