

# Psychological Basis of Human Resources Quality Management in a Modern Organization

Irina Lyskova

The Economics and Management Department  
The Komi Republic Academy of State Service and Administration  
Syktyvkar, Russia  
E-mail: IrinaLyskova@mail.ru

**Abstract**—The paper actualizes the main tasks of human resources quality management, substantiates the importance of improving approaches to human resources management of an organization, creating socio-psychological atmosphere and effective models of quality management, and the quality of human resources in the modern knowledge economy. It emphasizes the importance of human resources quality management in the aspect of modern quality management and strategic development of an organization by the example of Rosatom State Nuclear Energy Corporation.

**Keywords**—organization; quality management; quality of working life; human resources management; human resources quality; socio-psychological atmosphere; labor motivation

## I. INTRODUCTION

The current socio-economic situation in Russia requires significant changes to the system of social and labor relations. The tasks of improving efficiency and quality of business processes, increasing work productivity are inevitably linked with socio-psychological aspects of human resources management within an organization. In this context, some tasks are gaining particular relevance, for instance, the tasks of introducing fundamentally new approaches to managing intellectual capital and human potential, implementing labor rights and social guarantees, creating favorable working environment, ensuring a high level of income, and developing the system of work motivation.

However, nowadays reality is that the objective conditions of human life and activities of a modern person may give rise to dissatisfaction with the conditions and content of labor, as well as the way it is organized. This can be manifested in severe crisis of labor motivation, decrease of labor activity need, deformation of value priorities of a person, and various anti-social behavioral characteristics. All this can lead to invariable organizational changes, resulting in work activity imitation, absenteeism, low labor productivity, employees' unwillingness to develop professionally, their emotional burnout, depression and conflicts, etc.

## II. QUALITY MANAGEMENT, HUMAN RESOURCES QUALITY AND SOCIO-PSYCHOLOGICAL ATMOSPHERE IN AN ORGANIZATION

Modern conditions require completely new theoretical and practical substantiation of the concept of management quality and human resources quality. The quality of human resources, intellectual capital, and socio-psychological conditions of work are considered to be among the most important components of economic growth and social development of the country.

For this reason, one of the tasks facing modern managers is to create the most favorable socio-psychological atmosphere for each employee to have an opportunity to demonstrate and apply their knowledge and skills, to contribute to the process of solving professional issues and to realize their importance and being in high demand. Therefore, it is essential to establish such a system of human resources management that would ensure a high level of employee job satisfaction and their engagement in work processes.

The modern system of business processes quality management of an organization is constantly evolving, so it is natural that it is exposed to certain external environment influence. As for internal environment of an organization, the major reason for its changes is often a high level of business processes, uncertainty and risk. The "human factor" acquires an exceptionally significant role in terms of forming an effective model of organizational management, quality of business processes, and quality of work. Human characteristics (human aspects) are defined as people's abilities, limitations and other properties and features related to production systems organization and functioning [1], [2], [3].

Great attention is paid to the reliability of human factor, as human actions directly affect reliability of production systems, product quality, ensuring safety, increasing reliability of technical systems and production costs effectiveness. However, it should be mentioned that a person's influence might be both negative (e.g. caused by mistakes and violations) and positive (e.g. caused by high labor motivation, effective safety control and smooth operation of technical and other systems) [4], [5], [6], [7].

Human reliability and the issues that have influence over it are to a large extent connected with the quality of the socio-psychological and physical environment of an organization. Organizational structure is regarded as one of the most significant social environment characteristics within an organization to influence the reliability of the human factor. It is distinguished by specific features of production tasks distribution, competent decisions, the quality of communication processes, and the quality of management as a whole. Such processes as efficient management, cooperation and a high level of security considerably affect the system of organizational culture and form constructive models of professional behavior [8], [9].

Accordingly, the reliability of the human factor is directly related to external and internal factors. Among the external determining factors for the quality of business processes are the following: organizational structure, including the hierarchy, remuneration system, qualifications of employees; dynamics of an organization, including working hours, a set of powers, resources, etc.; the level of technical and technological equipment, conditions, hygiene, safety, labor protection, etc. As for the internal determining factors, they include people's physical and mental abilities (equipment, working conditions, abilities, experience, skills, etc.). A significant internal factor defining the quality of labor resources is their commitment to perform work. It deals with psychological suitability (health, working conditions, emotional stability) and psychological motivation (human needs, interests, attitudes, assumptions, opportunities for career and professional development, quality of working conditions, etc.).

Creating a favorable socio-psychological atmosphere, managing psychosocial risks and stress management require focused actions by the senior officials. By establishing a proper social and psychological climate, we understand the atmosphere of transparency and trust, training and development, engagement in work processes and management integrity, social responsibility, high quality of working life and quality of life in general [10], [11], [12], [13].

The system of managing socio-psychological factors and risks includes developing strategies to improve the morale and eliminating or minimizing the consequences of an unfavorable socio-psychological environment for all stakeholders as well as ensuring the effective system of labor and health protection in an organization. Socio-psychological factors comprise a system of interactions, which is defined by the content and the conditions of work, competencies, employees' needs, etc. Psychosocial risks are defined as the probability of dangerous effects of socio-psychological factors on the employees' physical and mental health, or a combination of various disease conditions. The combination of emotional, cognitive, behavioral and psychological reactions to unfavorable and harmful aspects of working conditions, disagreements over the content and scope of work and a poor system of professional communications often results in stress and labor quality reduction.

Deterioration of socio-psychological climate in an organization might be caused by the following major reasons: the specificity of performing official duties, meaningless work, heavy or insufficient workload, pace of work, lack of time or its limits, poor organization of work (e.g. unpredictable work schedule, having to work in the evenings or on weekends), low organization culture, poor communication system, employees' isolation, complicated relations with management, low salary, lack of encouragement, bullying, career stagnation or uncertain professional development opportunities, instability, lack of job security and differences organization and family needs, etc.

Managing socio-psychological atmosphere in an organization is directly linked with the processes of setting team and individual goals, establishing values, and developing a system of organizational culture, business ethics, modern philosophy and culture of work.

### III. MANAGING SOCIO-PSYCHOLOGICAL ATMOSPHERE OF AN ORGANIZATION BY THE EXAMPLE OF ROSATOM STATE NUCLEAR ENERGY CORPORATION

Among the outstanding examples of the effective model of human resources management and its implementation, in terms of socio-psychological climate in particular, is the system of human resources management of Rosatom State Nuclear Energy Corporation [14].

Constant changes in today's world economy require timely and appropriate response on the part of the organizations. In this context, profound understanding of key tasks caused by the changes in the external environment becomes essential. Rosatom State Nuclear Energy Corporation has defined the aspects of major significance in the field of personnel management: 1) supporting managers by means of developing a common digital space and mobile services that will enable them to process requests, make decisions and provide feedback to employees quickly; 2) reducing the time and costs of operations and releasing additional personnel management resources to solve more complex and strategically important business tasks (due to effective automation of routine staffing objectives); 3) developing a distance learning system to make educational activities more available and widespread and ensure continuous staff development.

The main trends in staff development are determined by the organization's mission, strategic goals and the system of values. The mission of Rosatom State Nuclear Energy Corporation has humanistic character; it is "to provide the world with clean, safe, affordable energy and atomic technologies innovations". The fulfillment of the mission is consistent with the following strategic objectives [15]:

- increasing the manufactures share of Rosatom State Nuclear Energy Corporation products on the international market;
- reducing production costs and processes timing;

- introducing new products to the Russian and international market.

A comprehensive system of values is an integral part of the corporate culture of the organization, which determines the quality of business processes, including the quality management system of human resources. These values are six in number: 1) the guideline to be *“one step ahead”* characterizes the organization’s desire to be a global market leader, to advance in technology and; 2) *“responsibility for the result”* as a value in professional conduct implies every employee’s personal responsibility for the result of their work and the quality of labor towards the state, industry, colleagues and customers; high standards of labor activity; focus on labor productivity; 3) *“efficiency”* is understood as developing and implementing the best solutions to the assigned tasks, the most rational use of the company’s resources and continuous business process improvements; 4) *“one team”* - being united by common goals and focus on achieving outstanding results; 5) *“respect”* for the customers, partners and suppliers, paying attention to the employees’ interests and needs, recognition of the history, traditions and achievements of the industry; 6) *“safety”* as the highest priority presupposes complete safety for people and the environment.

The organizational values and basic principles of professional activity of Rosatom State Nuclear Energy Corporation are outlined in the Code of Ethics and Employees Professional Conduct. The conduct rules in the Code refer to countering corruption, safeguarding resources, property and information, protecting labor and the environment, ensuring industrial safety, preventing and regulating conflicts and respecting corporate image. The Code is intended to facilitate:

- preventing risks caused by violation of the law and ethical principles of behavior adopted by the Corporation;
- strengthening the corporate reputation of the Corporation;
- implementing the corporate values [16].

The mission and the objectives of the organization define key fields of activity: development of applied and fundamental science; formation and development of nuclear medicine; development of nuclear weapons and nuclear energy complexes; ensuring nuclear and radiation safety; development of nuclear icebreaking fleet, etc. Modern tasks of the nuclear industry development require fundamental approaches to improving human resources strategy of the organization. For Rosatom State Nuclear Energy Corporation the prospects of the industry are connected with the development of the human potential. The solution of this task is primarily based on the effective human resources policy.

Due to continuous changes and development employees are generally required to gain new skills and competencies, and the nuclear industry is not an exception. On the one hand, digital technologies are becoming more common and easier

to understand, while on the other hand, new technologies need to be mastered. Not only have employees to learn managing large data sets or IT systems, but they also have to do it quickly, efficiently and safely for the nuclear industry. Another new competence is the ability to work as a part of a remote team, as today’s modern technologies allow solving professional tasks remotely. The development of new competencies is associated with the emergence of digital products, the need for their testing, marketing and delivering to the client, all of which requires continuous learning.

One of the most significant indicators of organizational effectiveness in general, as well as of the effectiveness of the human resources management system, is the employees’ engagement in organizational processes. In 2017, there was a study conducted that involved 44, 672 employees in 68 organizations of Rosatom State Nuclear Energy Corporation. According to the results of the annual survey, the level of engagement among the employees of the industry reached 83%, which nearly equals the level of employees’ engagement in the best-rated companies in Russia (85%). The same year, in 2017, in order to increase the level of employee engagement the *“Information Days”* were introduced. It was a hot line, during which more than 16, 000 employees had an opportunity to listen to the speech by the General Director of the Corporation and ask questions in real-time. As a result, more than 6,700 employees’ questions on key topics were answered. The target for the next 3-5 years is to keep employees’ engagement at the level of the world leaders in the technology industry (not less than 72%) and ensure this level of employees’ engagement in 90% of industry organizations participating in the study [17].

#### IV. CONCLUSION

To conclude everything mentioned above, new socio-economic realia is affecting business processes, changing the attitude towards their content and require full understanding of the increasing role of human resources in the market economy conditions. The modern labor system necessitates new approaches to the management of socio-psychological aspects of organizational development [18] [19]. Changing thinking patterns and emotional state of employees together with socio-psychological atmosphere within an organization demands new behavior patterns based on trust, openness, honesty, benevolence and responsibility.

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