

Social Aspects of Personnel Policy Implementation in Factory Management

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Abstract—The features of the implementation of the social aspects of personnel policy in industrial enterprises through the activity of personnel offices, human resources, personnel management departments are considered. The content of the functions performed during the implementation of the personnel policy of the enterprise is disclosed. Much attention is paid to the assessment of the main activities of personnel offices. On the basis of the selected typification criteria, existing models of personnel management and its limitations are described. There is a relationship between growth and complexity of the organization and the development of personnel departments.

Keywords—social aspects of personnel policy; staff deployment and staffing; training; assessment and appraisal; personnel management department; personnel management models on factories

I. INTRODUCTION

In the conditions of market relations development, the problem of personnel policy management in an organization is become important. Such social aspects of personnel policy as staff deployment and staffing, their assessment and appraisal, training of personnel reserve are very important for all organizations — large and small, commercial and non-commercial, industrial and operating in the service sector. The results of the activities of many enterprises and the accumulated experience of their work with personnel shows that the formation of production collectives, ensuring high quality of personnel potential are decisive factors in production efficiency and product competitiveness [1].

The problem in the field of personnel management and daily personnel administration, according to experts, is the problem managers will concentrate on in the near future. Personnel offices, human resources, personnel management departments are an important part of the implementation of personnel policy in the organization [2]. The main goal of the personnel policy is the timely providing of the organization with qualified personnel and in the required number. Other goals include the providing of conditions for the implementation of the rights and duties of citizens labor legislation required; rational use of human resources; the formation and maintenance of personnel effective work.

II. MODERN PERSONNEL MANAGEMENT DEPARTMENT ON THE FACTORY AS A WAY OF PERSONNEL POLICY REALIZATION

Management at Russian factories under the conditions of reforming undergoes rather complex and not always simple changes. On the one hand, new approaches are being developed and, accordingly, new structures, functions, and specialists are emerging; on the other hand, the traditions and approaches of the personnel policy that existed in Soviet times are still strong. In that period of time human resources were among the structures responsible for working with people: its real centres were production facilities and governing bodies of social and political organizations (party committee, trade union committee, Komsomol committee). According to the survey of the heads of personnel departments and the report analysis conducted by Russian sociologists at domestic enterprises, the most common functions include accounting, registration of personnel movements; recruitment; discipline management; complaint handling, participation in conflict resolution. Strictly speaking, the function of registering of the personnel movement within an enterprise is difficult to attribute to the management itself, since it involves recording data about the personnel of the factory, processing personnel decisions, maintaining personal accounting cards, etc. [3], [4].

The second most important function is recruitment. At some factories, this function is performed not by personnel offices, but by middle managers — foremen and divisions managers or middle managers, but personnel management departments only formalized their decisions. For the analysis of the function of the recruitment, attention should be paid to terminology. In the literature, along with the term recruitment is more often used the term "hiring". Hiring as a procedure is divided into two parts: recruitment, that is, the process of identifying candidates for an existing vacancy, and the selection of personnel — the process of identifying from among candidates the most suitable candidate who will become an employee. The situation when there is one candidate for one vacancy is not related to management, since there is no choice, management is replaced by adaptation.

As a rule, the recruitment scheme which is implemented in enterprises is the following: personnel department receives

information about the vacancies that have arisen (arising) from another departments and then recruits personnel. Sometimes it is done by external organizations that are entrusted to the primary recruitment (employment services, employment agencies, etc.), the essence of which is to exclude obviously unsuitable candidates. The personnel selection procedure most of the times is performed by the heads of departments, which makes the decision about admission. The role of personnel department increases significantly in those cases where they do not work in the mode of searching for candidates for a vacancy, but work out a whole channel of labor mobility. Thus, in the factories reports, the work of personnel departments with educational institutions is repeatedly mentioned.

Discipline management is the third most important personnel management function. However, the main persons in the discipline management are all the same leaders. They are developing the appropriate rules, fix violations and make decisions about punishments. The role of personnel department is reduced to the formulation of the decision and, in some cases, the conduct of independent raids, monitoring to identify latecomers, who lefts work early, etc. At the same time, middle-level managers sometimes stress that they consider normal the situation when all disciplinary problems are solved inside the shop floor — the intruders are punished by their leaders, and only insurmountable problems endure upward. It is almost the same with the complaints analysis. [5] Managers of personnel departments sometimes participate in the work of all sorts of committees, for example, social, workforce disputes, can be members of collective agreement development groups, etc. But here, too, their role is either nominal or comes down to the registration of decisions made, and the main role is played by the heads of departments.

Further, according to the expansion, the functions of personnel training, assessment (appraisal) of labors and specialists, planning of the structure and number of personnel follow. The function of “personnel training” should be realized through the greatest number of practices, but the development of the training forms in individual factories is minimal. It is incorrect to talk about the complete absence of trainings — it presents always and everywhere, and includes workplace training and mentoring [6]. The new employee is guided and shown the main methods of work by the supervisors (first-line managers) who are also engaged in looking for the tutors for the newcomers. Mentoring often is a kind of insurance against unskillful actions of a beginner (accident, equipment breakdown, injury). Of course, there is no active participation of personnel department specialists. Line managers, chief engineer or production services actively keep the trainings under control. Personnel department records the results: who and where was trained, what certificate (certificate, diploma, etc.) was obtained. Sometimes this is the basis for admission to the reserve for nomination or promotion.

The function of labors and specialists appraisal is on the same level of significance with the training function. It contents two types of actions. The first is an assessment of the current activities of an employee for a certain period,

which is conducted in order to obtain information about the use of labor force in the factory; the second is the qualification procedure in order to assign or confirm the employee's qualification status. There are practically no formalized appraisal procedures of the first type at Russian factories, but the employee's assessment is mainly based on data on his discipline (misconduct, positive and negative reinforcement, etc.) and on the fulfillment of job assignments recorded through salary, as well as on the basis of informal relations (with colleagues, superiors, etc.). In such circumstances, the assessment of the employee has an informal character, and its main carrier is the line manager of the employee.

The second type appraisal (i.e., qualification procedure) is part of the system of training and promotion and occurs quite often, although sometimes appraisals are carried out systematically, regardless of training. Managers and specialists appraisal is carried out according to the traditional procedure — a committee is created, a procedure is developed (interview plans, questionnaires, exams, tests, etc.). The results of such appraisals are often evaluated as formal, but sometimes appraisals are tools by means of which the so-called “unpopular measures” are carried out, for example, to be a means for reducing the level of discharges and, consequently, salary reducing or the basis for making decisions about the fire of particular employees.

The function of personnel planning in terms of importance takes approximately the same place as appraisal. Here the contradictions about is a personnel strategy presented at the factory and those who define it are observed. In 1/3 of cases there is a strategy that researchers recognize, it is, of course, indicates the development of planning and forecasting at the factory, but at the same time, 2/3 of factories state that the director determines the strategy, apparently, in many cases, personnel department are excluded from this process. Strategy and planning are quite closely related. The minimal form of personnel planning is an adaptive response to the situation: responses to requests from department heads about the lack of employees, sometimes the need to look ahead and plan in advance the number of certain categories of employees, for example, due to retirement in the planned year. The most common form of planning should recognize the process of compliance and changes in staff schedule, caused by technological and production needs; the economic need to get rid of excess personnel; task of the holding personnel department. But in any case, the personnel department is also “slave” here, its role looks like an auxiliary one.

The number of insignificant functions include: taking into account the personnel opinions about the factory circumstances (surveys); development of elements of corporate culture; evaluation of the workspaces; assessment of business and personal qualities of division managers; conducting research on the local labor market; assessment of the moral and psychological climate.

Analysis of the functions performed by personnel departments show that these structural units mainly deal with registrar functions, formalized decisions of other

departments and management levels. Personnel departments make decisions on a very narrow range of issues, and their decisions are often serve as guidelines (for example, primary selection for hiring). Most often, decisions related to personnel are made by line and sometimes top managers.

At the same time, the study results show that personnel departments can play a significant role in the implementation of personnel planning functions. On the whole number of the surveyed factories, the actual participation of personnel departments in the development of not only plans, but also the strategy of the factory is traced, especially where the head of personnel department has high authority and in large factories where there is a general development strategy. It assumes the presence of a centralized policy in both financial and technological, and in industrial and personnel areas [7]. Here the dependance is traced: the more complex the goals that are set to the factory, the more complex its structure, the higher the role of personnel department in planning.

III. PERSONNEL MANAGEMENT MODELS USED ON FACTORIES AND THEIR EFFICIENCY

There are several models of personnel management in modern Russian factories. Analysis of both qualitative and quantitative information obtained during the study by P.V. Bizyukov rightly allows distinguishing two criteria (factors) of the typology of existing personnel management systems [8]. The first criterion is the presence of a specialized personnel management structure, which allows assessing the management development level. The logic of specialization in management is as follows: the more significant the function is for the organization, the more attention managers pay to it, the function is decomposed into subfunctions, the necessary information is collected, the specialists are hired to service this function, prepare and make decisions. The indicator of specialization is the presence of specialists serving only this function, and the highest degree of specialization should be the presence of a specialized structure (division, service, department, etc.) that has the right not only to collect relevant information, but also to make decisions across the factory.

The second criterion of typology is the centralization of functions control, i.e. the emergence of a single decision-making center, which becomes mandatory for all. Centralization eliminates inconsistencies that inevitably arise when there are many subjects who independently make decisions. It is impossible to give an unambiguous assessment of the centralization; it is necessary at the organization's development stage, it is justified for very large organizations. Specialization and centralization are interdependent factors: at a certain level of specialization of a function, its centralization begins to develop, especially at the initial stage, when the managerial function is formed and developed. In the future, the accumulated experience allows moving to more complex systems when specialization leads to the emergence of other processes.

The first personnel management model that can be mentioned is the nonspecialized system, which is common in small factories, and its main feature is the almost complete

absence of a particular personnel department and centralization of functions among middle managers. Personnel department is usually represented by one person who combines several functions, for example, he may also be a lawyer who handles agreements, court practice, etc. These factories are characterized by a limited set of personnel management functions, as a rule, this is hiring, firing, simple forms of training. Planning, appraisal and other functions are not implemented. This is a model of universal, all-encompassing, non-specialized management, which exists in small factories, where the manager keeps everything in the field of attention. But the growth of the factory will require the rejection of universalization and the moving to specialization, otherwise the company will experience "unmanaged zones", which will require the redistribution of powers.

Most large and medium-sized factories use a decentralized model of personnel management. The essence of this model is that, despite the existence of an appropriate structural unit, almost all decisions related to personnel management are made outside of department. The functions of personnel management are distributed between several centres: hiring, firing, partly training is carried out by the heads of shop floors and structural divisions; personnel planning, parameters, content and terms of appraisals, scale of reduction of staff, changes in salary, hiring and training of top specialists and managers are the prerogative of the top management of the factory. Financial and economic departments can also be centres of solutions — they determine the necessity and quantity of hiring, as well as reductions of staff, salary rates, pay systems and bonuses. The decentralized model differs from unspecialized in that it already has specialized management. But the main defect of such management is the absence of a unified approach to the management of human resources.

The third model is a centralized personnel management of the factory — implies the existence of a single personnel management centre and the transfer of most of the personnel management functions to a specialized personnel department. First of all, such a model is commonly use in large factories with modern technology or factories which are the members of vertically integrated holdings [9]. Many functions are centralized there, but they are concentrated not in the factory personnel department, but in the holding personnel department. However, in this case there is a possibility that centralization will be a negative necessity to take into account those features that each factory have.

There are non-holding factories, where the personnel management policy is interconnected with technical and economic policies and an equally important direction. The analytical work of the personnel department is connected not only with the current, but also with the perspective goals. Not all personnel functions are centralized in the personnel department at these factories. They are assigned to a centralized model only because some essential functions are really centralized, for example, hiring staff, training, motivation, etc. [10].

IV. CONCLUSION

The role of the personnel departments at the surveyed factories is extremely small it can be a conclusion of the consideration of the organization and functioning of personnel departments. No trained specialists almost no decisions are made here — the real decision-making centres are located outside of the departments. This is the periphery of managerial apparatus.

The capitalization of factories, the use of modern technologies and the formation of complex organizations lead to an increase in the importance of personnel departments — they are increasing, their powers are expanding, etc. The reason is not so much the rising cost of labor, as the growth and development of the organizations themselves. In a large holding that unites a lot of people working in different structures, the strength and reliability of all elements of the system is simply necessary. In a holding, it should not allow the existence of a decentralized personnel management system, for not to deny the general principles of technical and financial policy, in vertically integrated companies everything should be centralized. It can be argued that progress in the development of personnel departments is possible with organizational progress in factories (it is a question of complicating their structure). New divisions appear, the principles of interaction within the managerial team are changing [11]. This development directly affects to the personnel departments — the organic part of the whole factory's organism.

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