

Non-Standard Means of Staff Development

O V Mamatelashvily¹, A I Pudovina¹, G A Akhtamova¹, E F Mukhamadieva¹

¹Ufa State Petroleum Technological University, Kosmonavtov st., 1, Ufa, Russian Federation, 450062

Abstract. The investigated problem is important today due to the fact that the level and rate of modern business development has fundamentally changed the attitude to the "corporate culture" as a system of training and an integral part of the staff development process.

The article is aimed at finding the ways to further development of corporate training, its compliance with the modern market economy requirements and in working ahead of the competitors, as well as changing the attitude of specialists to their work with involving the hidden resources of the company and the person.

The purpose of the article is, on the one hand, to show the acquisition of new knowledge related to professional activity while corporate training, and on the other hand to show the improvement of management skills, personal qualities, the analytical abilities development increasing the motivation for studying and forming the "knowledge economy".

The increase employees' knowledge is the foundation for creating and implementing the innovative technologies in production and management, together with new types of goods and services based on the intellectual and information potential of the staff. The current situation also requires the changes from organizations to respond more quickly to market offers, for these reasons they have to become the centers of obtaining and disseminating the new knowledge, as centers of advanced professional retraining.

1. Introduction

Numerous scientific researches in the development of management theory and practice, resource approach to company management and their staff prove that in the long term the competitiveness of the company is determined by its highly qualified employee [1-5]. The aggravation of competitive market relations, the development of the scientific and technological revolution in the world, the economic globalization and the challenge of natural energy resources depletion lead the world's leading corporations to recognize the need for investment in "human capital" as the most important company resource. The corporations realize that it is objectively necessary to form a new post-crisis model of management and accelerated transfer of the economy to an innovative model based on knowledge, where the main productive force is "the human capital". For all developed countries, the last century ended with a transition to the "knowledge economy" model or to the stage of social, production and economic development, where knowledge, skills, and capabilities of workers and organizations making the base of them play a crucial role in the production and distribution process. For this reason, the corporations' rivalry in the future will occur primarily in the development of these opportunities [6].

Practical knowledge is the sphere of management and production teams' activity, where the most effective is the use of target additional education and staff development, i.e. the transition to the mobility of the learning process [7-8].

2. Urgency, scientific significance

Nowadays, corporate culture concept is taken into account in all companies aimed at successful activities [9-10]. The problems of corporate culture in Russian business are relatively new, and a serious study of the organization's activities from corporate culture outlook is a modern task associated with improving the restructuring of the theory and practice of staff management and development [11-12]. It is believed that corporations with a well-defined corporate culture use and develop human resources much more effectively and it is one of the most effective means of attracting and positively motivating employees. However, the organization does not always have a clear idea of this phenomenon meaning, which requires explanation [13-14].

In the vast majority of foreign works on management, the company culture is considered as one of the ways to influence the efficiency of a corporation [15-18]. At the same time, the improvement of company culture has the main purpose of making a profit for the organization. In Russian literature, the topic of company culture has not been studied for a long time. Initially, the phenomenon of organizational culture was considered in psychology and was interpreted as an organizational climate (M. Armstrong), that is, the concept of company culture was replaced by the concept of the climate in the organization (or organizational climate).

The issue of differentiation between the concepts of "organizational culture" and "corporate culture" has received a special relevance. Currently there are three aspects in addressing this issue [19]. According to the first of them, these concepts are considered as synonyms. The second approach comes down to the fact that in some scientific sources organizational culture is defined by a broader concept – "corporate culture". According to the third position, the organizational culture includes corporate culture explained by the account of production relations (Yu. D. Krasovsky, B. Z. Milner, E. G. Mall) [20].

In this article we consider the corporate culture in its two hypostases: as corporate culture of an organization (organizational culture) and as a corporate culture of professionals (professional culture). The need to refer to the term "professional culture" is explained by the following factors: specialists working in the organization have certain professional knowledge and skills and, therefore, are not the carriers of the corporate culture of the organization, but also representatives of one or more professional cultures. This means that within the organization there is a process of intersection, complementarity and overlapping of elements (external and internal manifestations) of corporate, organizational and professional cultures.

Thus, the corporate culture is a complex and multi-aspect concept, and we understand it by both sides as the professional culture formed by specialists and transmitted as special knowledge, skills and professional values, and the organizational culture of the company, expressed in the traditions, rituals, symbols, rules and norms of employees' behavior.

The increased attention to the culture of organizations in recent years is not by accident. Most managers, administrators, business coaches agree that corporate culture is the most important strategic tool that allows to unify the staff of the company, to establish organizational and psychological mechanisms of its activities, to influence the labor and spirit activity of employees [21-25].

3. Problem statement

Knowledge today is interpreted as effective, meaningful information, ready for its productive use. It is a set of experience, values, contextual information, expert understanding forming the basis for the evaluation and integration of new experience and information.

The improvement of the company's activities and professional development of its employees are influenced by training courses, self-study, certificates and diplomas - everything that contributes to the development of the staff. For successful activity the management of the organization states the corporate values, norms and rules having been developed in the company: specialization, professionalism and continuous training, those are the increasing professional level of the staff. That is how a full-fledged image of the organization is formed, where specialists who are interested in their work, pro-

fessional development, have many positive qualities, and with whom it is pleasant to interact not only among the members of the company, but also by its customers.

To achieve these goals it is necessary to solve two important tasks:

1. Identify the features of the "corporate culture" that directly affects the state of competitiveness of corporations in the commercial environment.
2. Offer the instruments for company staff development by improving the organizational (corporate) culture through scientific and technical exhibitions, corporate museums and corporate newsletters, ensuring the effective work and competitiveness of the corporation.

4. Theoretical part

Practical knowledge is the sphere of activity of management and production teams, where the most effective is to use the targeted additional education and staff training.

Considering the scientific and technical exhibition as a staff development, the attention should be paid to the active promotion of the dissemination of new, but already tested and therefore reliable information about scientific and technical achievements, best practices, innovations in the economy, management and organization of labor for wide application in various fields of professional activity [26-28].

The role of exhibitions as a stimulation to accelerate the scientific and technological progress is manifested in the performance of a number of functions:

- informing (informing the visitors and specialists about the latest achievements of scientific, technical, economic and other areas of human activity);
- promoting (promotion of economic and social restructuring and reforms, wide dissemination and implementation of science, technology and best practices);
- educating (on the basis of the exposition, training activities on the development of the presented innovations);
- commercial (mediation in acquisition of the presented developments under contracts);
- management (creation of prerequisites for effective management decisions by managers based on the results of the visit to the exhibition);
- forecasting (providing specialists with favorable conditions for the analysis of forecast trends and directions of development of science, technology and production in the relevant industries).

In addition, an important feature of scientific and technical exhibitions is the organization of scientific, technical and economic seminars, conferences and round tables on actual issues of the oil industry. This enriches the specialists with new corporate knowledge and gives new opportunities to improve the forms and methods of their professional training in the system of professional development.

It is necessary to focus on corporate museums significantly different from traditional museums and actually solving the production problems (career guidance, advertising, PR, strengthening of internal corporate communications), by providing:

1. Formation of common values and standards of business communication for all employees, that is, the development of modern corporate culture, sustaining the ideology necessary for a strong company.
2. Building permanent internal communications to communicate and explain management decisions, establishing effective interaction between individual departments to translate ideology and technology at all levels of the company.
3. Formation of employees' modern behavioral and communication skills, based on the past development of the company.

Today, the corporate museum is a multifunctional tool that influences the development of the company. It allows you to build a company development strategy not on abstract examples, but taking into account the specific situations that have arisen in the company in the past. Modeling these situations helps to solve real problems and current business problems in a short time.

Creating an ideological shell (superstructure) over the existing system of material and economic relations within the company in which the staff operates allows the corporation to create a system of

certain relationships, values, norms and rules. It supports corporate morality as a ritual or tradition, testifying to the company's desire for development and the presence of relevant achievements that enable staff to maximize their company goals, to realize their role in the company, and also themselves as an important part of society. Joint work of employees to improve the image of the company unites employees, respectively, improves the internal image of the company, creates an atmosphere of active optimism.

Corporate museums are becoming a strategic management tool for the corporation, they work for the company's image and are an integral part of the internal PR technology. In addition, corporate museums play a large role in popularizing historical knowledge of the oil industry.

The concept of the corporate museum has a number of fundamental points:

1. All the activities of the museum are aimed at the implementation of the company's strategy and the solution of the current problems of business development.

2. The corporate museum is a mechanism where the knowledge and skills necessary to achieve business goals are constantly updated, as well as the establishment of regular vertical and horizontal communication from the past to the future.

3. The corporate museum is a system of continuous and regular training of employees at all levels (from specialists to top-level managers) on the basis of common stages of development of the company.

Corporate museum, solving these problems, provides long-term competitiveness of the company. Improving the efficiency of its activities and readiness for constant changes, taking into account the previous experience and the modern market environment, thesis "Keeping in mind the past, implementing the present, create the future! Progress and development are our driving force" is proved.

This approach increases the internal motivation of employees to acquire new knowledge and skills, there are opportunities to systematize information and use the knowledge and experience accumulated in the company. The corporate museum is one of the information links between all employees, clarifies many processes taking place in the company, both in the past and in the present, eliminates the information vacuum about the company's history. Employees clearly understand what they are working for, what goals and objectives the company sets, what changes and events took place in the past and what needs to be done today for the prosperity of the company. In fact, it embodies the principle of "learning from past experience".

One of the important components of the corporate culture in our days is corporate media, positioned as an important and effective means for the development and cohesion of staff. The newsletter should create a platform for exchanging ideas and innovations, experience, being a conductor of the company's information policy, motivating the employees to professional development. In addition to the newsletter, of course, there are other means to create a corporate culture, in particular, a program of continuous training. However, it is the corporate edition that contributes to the competent interaction of all tools, helping to convey information in many areas of corporate values and culture promotion. And it is not a complete list of tasks, that the corporate newsletter helps to decide.

What tasks can be solved by the corporate newsletter for the staff development? What benefits can a corporation get? Among the most notable are:

- improving the professional level of employees;
- initiation of self-education;
- formation of the learning environment (by low-budget ways);
- reduction of personnel training costs;
- selection of the best professional practices, technologies;
- indirect implementation of corporate standards (and informal methods).

Thus, the educational function of corporate media can be an important means of increasing the level of professional knowledge of the company's employees.

The corporate publications nowadays become an effective means for staff training. With their help, the training costs are optimized: first, they are able to meet the basic needs of employees in obtaining information; second, it becomes available to obtain knowledge on the spot, while working, knowledge

and skills necessary for companies that are interested in professional growth and motivation of employees. The employee will promptly receive additional information on the problem of interest to him, and this is the foundation for the development of the learning organization, its corporate culture.

5. Practical significance

Bashneft company carries out its activity within the development of corporate culture (system of values, traditions, rituals existing in the organization, its ideology) and staff policy of the enterprises (the declared system of rules of work with the personnel, its normative base).

The corporate museum is an attribute of solidity and maturity of Bashneft, a factor influencing the formation and development of corporate culture, taking into account the history and traditions of the company, its business card. The museum is not only a repository of documents and memorial evidence of history, but, above all, the center of corporate culture, a focus where the interests of various categories converge: from schoolchildren to employees and veterans. It is a unique tool for the education and training of employees, especially the younger generation, a place of meeting and communication of veterans.

The corporate museum contributes to the creation of a favorable climate in the team, the development in employees of such qualities as loyalty to the company, the desire to work for its benefit. Loyalty is a reflection of employees' commitment to the goals and values of the company, that is, their comprehensive assessment of the company, therefore, cannot be measured directly. Ultimately, the problem of personnel loyalty is reduced to achieving a state of relations with the staff in which employees use of material or intellectual property belonging to the company for their own purposes and against the company's interest is minimized and the efficiency is high.

That is why the publications of "Bashkir oil" newspaper reveal the main directions, objectives and prospects of the activities of PJSC "Bashneft", the problems of its external and internal development, address the environmental and social issues, consider the historical aspect, highlight trends and forecasts the company's activities [29].

Sum it up so far, it should be noted that the corporate edition of Bashkir oil of PJSC Bashneft is quite effective and copes with its main function – forming and sustaining a favorable image of the company and the increase of its public capital. The training component of the corporate newspaper includes permanent materials that promote the staff development and positive exchange of experience and ideas between employees. The newspaper "Bashkir oil" provides the readers by the information about the most important events of the company and its staff development. This publication makes a positive impression and can be considered quite effective and efficient in the formation and maintenance of favorable public opinion about the company "Bashneft".

Therefore, the above study suggests that in order to determine the minimum level of future income of the company, which should pay off investments (investments) in a person (primarily – the cost of his training and training), in the marginalist microeconomics, you can use the formula (1) [30]:

$$\sum_{i=1...n} E_{t+1} \geq \sum_t I_{t+1} (1 + r)^{n-1}, \quad (1)$$

where I_t – investments volumes, made in t-year;

E_t – revenue, acquired in «t»;

r – discount factor of future time periods;

$\sum E_{i=1...n}$ – total revenue, acquired in «n» years on account of the investments already made

If we consider the economic side, the level of income calculated by the formula (1) represents the lower limit of human investment justification. But it should be mentioned that in terms of cost, the human capital increase automatically involves the labor efforts (labor investments) on the part of the employee. It should be noted that the results of the investments also include non-monetary components.

To assess the effectiveness of investments in education, it is necessary to compare the income " W_t " received during the life of a person after graduation (time t), if he does not have a special professional education, with the income " D_t " received by a person with such education [31].

The total revenue on education investment " Π " can be calculated by the formula (2):

$$\Pi = \sum_{t+1} (D_t - W_t) (1 + r)^{n-1}. \quad (2)$$

In formula (2), the discount factor (return) " r " acts as a regulator of the investments distribution between education systems, different levels of education and the economy as a whole.

At the same time, it is impossible to ignore many subjective individual factors, including:

- equality of formula elements (2), because no person will not be properly trained, if he is not sure that he really needs this study and that it brings (will bring) benefit;
- ability of specific holders of "human capital" (i.e. employees of the company) to self-determination. Therefore, the priority of investment in education should be strictly targeted and linked to the goals set by the individual worker;
- the dynamic nature of the demand for education and self-education, depending on the factors of the internal environment of the company and the company's environment.

6. Conclusions

The analysis carried out by the authors shows that in modern Russia there is an urgent need for qualified personnel capable to form a development strategy in the market economy, to develop new types of business and new markets, to flexibly manage production and personnel. As the growth of the economy increases the requirements for the quality of training, and the training of new generation staff through various means of personnel development become an integral part of the task of improving the quality and efficiency of management.

Only by constant studying the trends and patterns of development of exhibition activities, accumulating and analyzing information about it, it is possible to effectively promote scientific and technical achievements and best practices and thereby develop the staff. The main criterion for the success of the exhibition activity is an effective oil company.

The corporate museum and corporate newspaper contribute to the creation of a positive image of the company, make a favorable psychological climate in the team, develop employees' qualities such as loyalty to the company, the desire to work for its benefit, it is an important instrument in the formation and maintenance of a positive image of the company, its importance and individuality.

Thus, we can say that the staff has an understanding of the goals and objectives facing the company, and it has a positive impact not only on the internal but also on the external image of the company.

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