

The Practice of Designing an Adaptation Policy for Employees of a Multinational Company

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Abstract – Based on the theoretical interpretation of the essence of the processes of adaptation of human resources in modern company which operating in global markets and the conceptual framework of the theory of knowledge management the management talent as a paradigm of human resource management and strategic management is reasonable necessity for formulate and implement adaptation policies in the context of human resources management. The authors used the method of questioning for researching degree impact of values such as trust, effective teamwork, self-improvement of employees affect their organizational behavior, which allowed to form a model of organizational behavior. The analysis of the best practices of the organization of the process of adaptation of human resources in transnational companies allowed us to justify the expediency of implementing separate elements of the adaptation policy of a transnational company. Approval of the proposed toolkit was carried out according to one of the divisions of the transnational audit consulting company EY.

Keywords — *adaptation policy, personnel, transnational company*

I. INTRODUCTION

In the context of the economic globalization and the development of the world economy, the main subjects of the economy are transnational companies. Their the main resource is human capital, as an ever-growing asset increasing its value. In such companies, there is an acute need the preservation and growth of effective talented employees for the formation of competitiveness in the market [1]. The decrease in turnover in transnational companies is possible due to the introduction of the adaptation policy of the personnel. It allows to increase the efficiency of employees, to form a positive opinion about the company, to increase the loyalty of employees to the company and their professional activities. All this makes it possible to form a sustainable development of transnational companies.

A. Basic stages of the study

identification of peculiarities of personnel adaptation in transnational companies;

research of the role and place of adaptation of personnel in the knowledge management system for the scientific

substantiation of the need to implement a closed cycle of staff adaptation as a permanent process;

determination of the place of adaptation policy in the corporate culture of transnational companies as a factor of their sustainable development;

analysis of the main toolkit of the adaptation of personnel in transnational companies;

formation of a toolkit for adaptation policy in the field of human resources for the transnational company EY.

B. Characteristic of the object of observation

EY introduced the corporate development program "Vision 2020" in 2013. Within the framework of this program, the mission " was changed "Building a Better Working World". According to Mark Weinberger (Global Chairman and CEO of EY), " This becomes the goal and mission of EY from now on". "The highest quality was and always will be the basis of our activity - that is why it is considered by us as the main goal of our organization " [2].

The bottom line is that EY is committed to maintaining its role in building a better working world. Insights and quality of services that the company provides help to build trust and confidence in global markets and in countries around the world. The company strives to create high-performing team to meet its obligations to stakeholders. At the same time, the company believes that it plays a significant role in building a better working world for employees, customers, and the community.

Key elements of the strategy embody the core values of the company, who will be in charge of human resources management throughout the period. For determine the effectiveness of the strategy and identified the unascertained potential we need to conduct an analysis of organizational behavior EY.

The company identifies three factors for its financial success: focus on winning in the market, highest performing teams, strengthen global, empower local. Development of the company, taking into account these factors should lead the company to will be a US\$50 billion distinctive professional services organization

The basis of adaptation policy enabled features a knowledge management system, implemented by the Center for Business Knowledge (CBK) and network for the purpose of accumulating knowledge for the development of the company's employees. According to the accurate definition of F.Svarovsky, the structure of CBK EY is similar to the octopus: it consists of a body - the Business Knowledge Center - and tentacles: knowledge coordinators, knowledge management (KM) agents working in various departments of the company. They contribute to the formation of a database. Currently, the knowledge management system includes [4]:

1) a collection of 22 standard networking tools, which support employees online and offline interaction (collaboration). The core of the EY knowledge management system is more than 4,600 information bases and Web sites for providing employees with access to external and internal resources, which include industry specific features of business environments and local business landscape, international news and other pertinent information;

2) socially oriented technical support of systems for increasing the effectiveness of employees in working with their technical tools both in the office and outside it. This contributes to a better employee engagement through the use of social Internet resources, such as blogs and collaboration tools.

3) Knowledge centers in 10 countries and more than 400 support staff.

In the study, the authors focused on the key factor of sustainable development - the formation of high-performance teams.

II. OVERVIEW OF LITERATURE AND BEST PRACTICES

In the context of the issues under study state that "adaptation" as the subject was the focus of research scientists in various fields of scientific knowledge related to human - medicine, psychology, sociology, management.

A. *A degree of elaborated of the problem*

The modern concept of adaptation is based on the works as a foreign scientists (J. Piaget [5], H. J. Eysenck [6], C. Darwin [7], A. Rosenberg [8], R. F. Tyson and Tyson [9], E. H. Shein [10]), and on the results of Russian studies by T. Marcinkovskaya [11], V. Vesnin [12], A. Antsupova and A. Morozov [13], T. Solomanidina [14] and others.

Adaptation policy for employees hasn't sufficiently illuminated in the scientific literature yet.

B. *The best talent management practices*

According to the Fortune survey, the 100 most successful companies implement a human resource management system at the Succession Planning or Talent management level. The review allows to define such a set of values for leading companies: teamwork, attention to the client, justice to personnel, initiative and innovation. Note that in the list of 100

Best companies to work for 2015-2017 there are no Russian companies [15].

Talent management is the most demanded element of people management among organizations that provide various services, for example, consulting services, since human capital is their main resource. They understand that staff is the key to high efficiency and sustainable business development.

It confirms the development of policy in the field of talent management in the world's largest consulting organizations, members of the «Big Four»:

Ernst & Young (EY) [4],

Deloitte Touche Tohmatsu [16],

PricewaterhouseCoopers (PwC) [17],

KPMG [18].

Using Internet resources presented on the websites of these organizations, we systematized talent management tools. Talent management in the Big Four is not a new tool; they are engaged in the formation of key talents, develop global training programs, create an environment for nurturing personnel that adopt traditions and culture, work on a value proposition (engagement) for each employee This allows for highly efficient working environment, which is necessary to achieve the goals of large organizations in the provision of consulting services.

III. DIAGNOSTIC TESTS

The purpose of the research is to identify the level of development of those values that employees need to form highly effective companies, namely: trust, self-improvement (continuous development), adoption of norms of cross-cultural differences, loyalty to the characteristics of multinational personnel, tolerance.

To do this, using the service <https://www.survio.com/en/> we created a number of questionnaires and interviewed 30 employees of one of the regional divisions of the transnational company EY. This is more than 65% of the total number of office employees. The average age of the respondents is 24 years. The survey involved employees with different grades - from junior staff (interns) to senior (project managers).

A. *Determining the priorities of the values of employees of a transnational company*

Respondents were asked to rank the degree of significance values 15 by estimating the importance of each of them when forming organizational behavior. We list them in order of the number of points:

teamwork – 136;

courtesy – 127;

sense of belonging – 124;

tolerance to different cultures – 118;

mobility – 117;

justice – 104;

respect for the interests of colleagues – 105;
 creativity – 103;
 cleanliness – 96;
 respect for traditions – 95;
 Self-respect – 85;
 self-discipline – 83;
 social recognition – 76;
 social strength – 65;
 authority – 64.

According to a survey the company's employees in the formation of organizational behavior adhere to all the five main criteria: teamwork, courtesy, sense of belonging, tolerance for different cultures. The values of employees coincide with the values of the company and this determines organizational behavior.

B. Diagnosis of psychological climate in a small group

The second survey was aimed at determining the value of teamwork in order to create understanding of the degree of importance of this criterion and its impact on organizational behavior. It is based on a questionnaire by Shpalinskii and Shelest [19] with some modifications and additions.

The link to the questionnaires was posted on the internal portal of the organization, which allowed us to systematize the data on the test results.

The test results showed a high result of a favorable psychological climate in the organization, which will allow us to conclude that the hypothesis put forward earlier is applicable. However, the results of this test teambuilding factors identified that must evolve toward greater satisfaction, for example:

- 1) The most criticisms have to speak to each other politely, based on the best of intentions;
- 2) The manager or senior should be there with the staff more often because they feel natural and relaxed;
- 3) The successes of each should sincerely please the others and almost no one to cause envy.

C. Identify the level of tolerance

This study revealed some behavioral responses and installations in interpersonal communication and organizational behavior needs to be adjusted to make the communication process efficient and enjoyable. Using the approach of Professor Boyko [20], we adapted it for the purposes of the tests confirm the hypothesis put forward in this study, selecting and adding relevant questions. The selected judgments reveal the main cross-cultural effects: religion, education, culture, values, social organization, art.

Following the results of the test that organizational behavior in the target company formed based on high tolerance communication. The test results confirm the hypothesis, but they pass along the upper boundary. This

implies the need for additional measures to influence the organizational behavior of employees in order to improve communication and tolerance adaptation of the personnel to changes in the external and internal environment.

A number of recommendations have been developed that allow to correct negative tendencies in the organizational behavior of the diagnosed workers of the organization for each model of organizational behavior under consideration through the impact on them of the appropriate adaptation tools. These classified as traditional (mentoring) and modern instruments: strategic sessions, teambuilding, training and other psycho. The company has a sufficient number of tools that can correct the negative trends of organizational behavior of employees, they should be included in adaptation policies of the company and take into account the peculiarities of a particular unit. The diversity of cultures in one organization makes EY similar to a kind of state, which allows the most efficient operation, increasing human capital, which is the main resource of the company in the era of globalization of the economy

IV. FORMATION OF ADAPTATION POLICY IN TRANSNATIONAL COMPANY EY

For the purposes of this study, the adaptation tools are divided into two main stages of the project (the planning and final stages). Also, the impact of the adaptation of the employee for each level (grade) is assessed. The estimate of adaptation tools is defined as the difference between the time allotted on the performance of a specific task, and the actual time of its implementation based on the analysis of data for the actually registered time for the project.

In order to assess the effect of the application of the adaptation policy, it is necessary to determine the influence instruments of adaptation on the speed of tasks by an employee of the same level. Skills and abilities of employees of the same level should not differ much from each other as employees is evaluated by some criteria, and if the employee skills are not up to the average employee at the same level, the employee does not move further up the career ladder or be fired.

Monitoring of data was carried out for three years on the completed projects in one of the company's divisions (Table I). To quantify the effect and to reflect the increase in the speed of the task, the expert evaluation was used.

The impact of each adaptation tool is based on an analysis of project results over three years. All projects were divided into two groups – where individual adaptation tools were used, and where they were not applied.

The results of the assessment were discussed with the company's employees. In the course of the work, the average impact of the adaptation tools for the duration of the project was determined (Table II). Further, to determine the impact of the adaptation policy tools on the project margin, management information provided in the regional office of the company was used (Table III). For purpose of calculating margin and efficiency was used for conditional data (cost per unit, expense per project). It isn't real data from the company.

Tables IV and V illustrate the calculation of the effect from the implementation of the adaptation policy at the planning and final stages, respectively. The savings under the project were: $13485 + 8022 = 21507$ dollars (conditional data).

Based on of these calculations, one can draw a conclusion about the actual effectiveness of the adaptation policy and its instruments.

V. CONCLUSIONS

During the analysis of the individual elements of the adaptation policy on the company's activities, positive effects on the company's activities and on its personnel were revealed. For employees, the adaptation policy allows: increasing the time efficiency of the tasks; observe the balance of personal life and working time, reduces the possibility of protracted disadaptation crises, increases the level of social adaptation, and confidence in one's own actions.

From the point of view of a transnational company, adaptation policy help to increase the level of loyalty and engagement of employees, increase the average number of customers per year; preservation and development of the company's human capital and increase the economic efficiency of projects.

It is possible to draw a conclusion on the implementation efficiency of the implementation of the adaptation policy and its individual elements for forming a sustainable development of a transnational company.

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TABLE I. IMPACT OF ADAPTATION INSTRUMENTS ON THE STAGES OF PROJECT ACTIVITY OF EMPLOYEES OF DIFFERENT OFFICIAL POSITIONS (RESULTS OF THE EXPERT POLL)

Planning stage			Final stage		
Tool	Skill	Effect	Tool	Skill	Effect
Intern			Intern		
Adaptation trainings	Work with information	40%	Knowledge Management System	Working with an array of data, Excel	40%
The goal setting system	Goal-setting	10%	Mentoring system	Adaptation to new tasks	15%
Communication trainings	Working with clients	30%	Employee Diary	Emotional Sustainability	10%
Teambuilding activities	Team work	15%	Analysis of the balance of "work-life balance" of employees	Priority balance	15%
Strategic sessions	Rapid perception of information	30%	Relax program / time	Restoration of forces	15%
Satisfaction Analysis	Understanding Your Own State	10%	Teambuilding events	Teamwork	30%
Total average effect at stage		23%	Total average effect at stage		21%
Assistant			Assistant		
Goal Setting System	Targeting	10%	Knowledge Management System	Working with an array of data, Excel	30%
Strategic Sessions	Competent perception of information	30%	Teambuilding events	Knowledge of procedures	15%
Mentoring system	Targeting in tasks	20%	Mentoring system	Teamwork, assistance to the team leader	10%
Analysis of the balance of "work-life balance" of employees	Priority balance	10%	Psycho-correctional trainings	Adaptation to new tasks	30%
Communication trainings	Working with the client	20%	Relax program	Adapting to changing situations	10%
Total average effect at stage		18%	Total average effect at stage		19%
Specialist			Specialist		
Adaptation trainings	Orientation in methodology	10%	Work in home / flexigraphy	Structuring work	10%
Team building	Communication between team members	20%	Knowledge Management System	Knowledge of procedures, methodology, standards	20%
Strategic Sessions	Work with company software products	20%	Relax program / time	Restoration of forces in a short time	20%
International webinars and training	Training	15%	Mentoring system	Transfer of knowledge to junior colleagues	15%
Project Activities	Speed of orientation between tasks	10%	Psycho-correctional trainings	Adaptation to changing situations, crisis situations	20%
Total average effect at stage		15%	Total average effect at stage		17%
Senior			Senior		
Adaptation trainings	Adapting to changes	10%	Knowledge Management System	Knowledge of procedures, methodology, standards	15%
Strategic Sessions	Fast orientation in the project industry	10%	Teambuilding events	Distribution of tasks, adaptation of team members	20%
International webinars and training	Possession of international work experience	15%	Relax program / time	Restoration of forces in a short time	10%
Project Activities	Speed of orientation between tasks	15%	Psycho-correctional trainings	Correction of the emotional background of the team	15%
Personal interviews	Communication with the client	20%	Mentoring system	Adapting to changing situations	15%
Total average effect at stage		14%	Total average effect at stage		15%
Manager			Manager		
Social Responsibility Programs	Adaptation to its role in the system and	5%	Mentoring system	Team support	10%
Strategic Sessions	Possession of methodology	15%	Psycho-correctional trainings	Correction of emotional background	15%
International webinars and training	Knowledge of international knowledge	15%	Work in home / flexigraphy	Structuring work	20%
Personal interviews	Customer search	20%	Analysis of the balance of "work-life balance" of employees	Prioritization	10%
Total average effect at stage		14%	Total average effect at stage		14%

TABLE II. CALCULATION OF THE INFLUENCE OF THE MEDIUM EFFECT ON THE EFFICIENCY OF THE PROJECT,%

Intern		Assistant		Specialist		Senior		Manager	
40	40	10	30	10	10	9	5	5	3
10	15	30	15	15	15	7	7	2	7
30	10	20	10	10	18	4	10	3	4
15	15	10	30	15	13	8	6	4	2
30	15	20	10	10	15	10	4		
10	30								
23	21	18	19	12	14	8	6	4	4
Итого средний эффект на проект 13 %									

TABLE III. CALCULATION OF EXPENDITURES BEFORE IMPLEMENTATION OF ADAPTATION POLICY(CONDITIONAL DATA)

Grade	Labor costs for the project, hour.	Expenses for the project, USD
Manager	287	42,476
Senior	532	31,920
Senior	536	32,160
Specialist	215	6,880
Specialist	533	17,056
Specialist	171	5,472
Specialist	331	10,592
Assistant	541	15,148
Assistant	210	5,880
Assistant	536	15,008
Intern	419	6,704
Intern	335	5,360
Intern	179	2,864
Total	4,825	197,520

TABLE IV. CALCULATION OF THE EFFECT FROM IMPLEMENTATION OF ADAPTATION POLICY AT THE STAGE OF PLANNING (CONDITIONAL DATA)

Grade	Labor costs, hour	Expense, kUSD	Effect from implementation USD.	Savings on the project, USD.
Manager	37	5,476	5,284	192
Senior	282	16,920	15,634	1,286
Senior	286	17,160	15,856	1,304
Specialist	-	-	-	-
Specialist	283	9,056	7,969	1,087
Specialist	-	-	-	-
Specialist	81	2,592	2,281	311
Assistant	291	8,148	6,681	1,467
Assistant	-	-	-	-
Assistant	286	8,008	6,567	1,441
Intern	169	2,704	2,082	622
Intern	85	1,360	1,047	313
Intern	-	-	-	-
Итого	1,800	71,424	63,402	8,022

TABLE V. CALCULATION OF THE EFFECT FROM INTRODUCTION OF ADAPTATION POLICY AT THE FINAL STAGE OF THE PROJECT (CONDITIONAL DATA)

Должности членов команды	Labor costs, hour	Expense, kUSD	Effect from implementation USD.	Savings on the project, USD.
Manager	250	37000	35,520	1,480
Senior	250	15000	14,040	960
Senior	250	15000	14,040	960
Specialist	215	6880	5,903	977
Specialist	250	8000	6,864	1,136
Specialist	171	5472	4,695	777
Specialist	250	8000	6,864	1,136
Assistant	250	7000	5,670	1,330
Assistant	210	5880	4,763	1,117
Assistant	250	7000	5,670	1,330
Intern	250	4000	3,160	840
Intern	250	4000	3,160	840
Intern	179	2864	2,263	601
Total	3,025	126,096	112,611	13,485

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