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# Modern theoretical and methodological approaches to personnel management in manufacturing enterprises

## Enfoques teóricos y metodológicos modernos a la gestión de personal en las empresas de fabricación

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### ABSTRACT:

In the new conditions of work with the staff, a creative individualized approach to human resource management. The speed of scientific and technological progress and the strengthening of competition determine the special role of personnel management in the overall management system of the organization. The system of personnel management should provide the necessary organizations with the skills and abilities, and support the desire to use these skills of its employees. To this end, special programs are being developed.

**Keywords:** personnel management, management system, production management, manufacturing enterprises.

### RESUMEN:

En las nuevas condiciones de trabajo con el personal, un enfoque creativo individualizado para la gestión de recursos humanos. La velocidad del progreso científico y tecnológico y el fortalecimiento de la competencia determinan el papel especial de la gestión del personal en el sistema de gestión general de la organización. El sistema de administración de personal debe proporcionar a las organizaciones necesarias las habilidades y habilidades, y apoyar el deseo de utilizar estas habilidades de sus empleados. Con este fin, se están desarrollando programas especiales

**Palabras clave:** gestión de personal, sistema de gestión, gestión de producción, empresas de fabricación

## 1. Introduction

At the present time, personnel management is considered to be one of the strategic

directions of the organization's development, the goal of which is to provide each sector of the organization with highly qualified and motivated employees, the formation of a creatively active work collective that responds positively to changes that are capable of development and renewal.

To achieve high performance, the organization must:

- formulate the mission and strategy of the organization, and bring their content to each employee;
- design an organizational structure in accordance with the objectives of the organization;
- introduce the most progressive methods of human resource management.

The effectiveness of the organization depends on human resources in many respects. Professional decisions taken by employees at any workplace, determine the effectiveness of the implementation of production objectives and determine the overall success and effectiveness of the organization.

From this follows the importance of controlling and motivating employees to create conditions that allow them to fully realize their professional luggage on the one hand, and on the other hand, to form a desire to work qualitatively and productively.

Such concepts as "cadres" and "personnel" have been widely used in the domestic and foreign management practice in recent years.

So, under the "cadres" it is accepted to understand the basic composition of the employees of the enterprise. This category does not reflect the qualitative characteristics of a single individual, but represents the totality of employees united in a collective to jointly achieve the overall goals of the organization. As a rule, the "cadres" of the enterprise does not include temporary workers, part-time workers, and freelancers.

The term "personnel" means all the staff of employees (including permanent and temporary), consisting of the organization as a legal entity in the relations governed by the contract of employment.

From the modern understanding of the essence of the term "personnel", follow approaches to its evaluation, measurement and management.

For the assessment of personnel, qualitative and quantitative characteristics are used. The required number of employees reflects the quantitative characteristics of the personnel. Modern organizations strive to optimize the composition and number of employees, paying more attention to qualitative characteristics that reflect certain essential properties and capabilities of human resources. Qualitative characteristics are determined by the specifics of employees as individuals, which differ in their individual abilities and capabilities, motivation, skills and experience (Volgin, 2014).

The basic unit in the analysis of personnel is a separate employee, considered in the totality of their qualitative characteristics that affect their economic behavior.

## **2. Literature review**

The effective operation of any manufacturing enterprise depends on the use of human resources. Therefore, the key element in the management of a production enterprise is the function of personnel management, which should be directly linked to the overall strategic concept of enterprise development.

Modern market conditions make demands not only for qualifications and qualities of employees, but also for the behavior of enterprises with respect to human resources. In accordance with this, it became necessary to consider the management of personnel as an integrated system built on the basis of an appropriate strategy.

Analysis of recent research and publications. P. Bamberger and I. Mechoulam pioneered to study the problems of strategic management of personnel at the manufacturing enterprise.

The works of B. Alstrand, D. Campbell, D. Lampel, H. Mintzberg, G. Stonehouse, B. Huston, K. Mitchell, D. Norton, R. Kaplan, and others are also devoted to solving the problems of strategic management.

Among the domestic specialists of strategic management I. Ansoff, V.B. Akulov, O.S. Vikhansky, V.S. Efremov, A.V. Kozlov, A.I. Naumov, M.N. Rudakov, L.A. Sokolov, S.A. Popov, E. Rühli, S.L. Schmidt and others must be mentioned.

In the given works the various aspects of strategic management of the enterprise are reflected, effective technologies of management by strategy are offered, questions of interrelation of strategy of development of the company and private strategy are considered, however the methodical base for conditions of process management by the personnel of the enterprise is not developed to a satisfying extent.

### **3. Materials and methods**

Updating the personnel policy, the formation of a new concept of personnel management in a market economy are essential reserves of competitiveness and the necessary factors for the effective development of the fuel and energy complex industries, which form an important pillar of the national economy of the Russian Federation.

Structural reorganization of the Russian economy, the transition to a socially oriented model of economic development is accompanied by a general decline in production. For example, gas industry – the leading branch of the fuel and energy complex – performs the most important stabilizing and integrating functions in the economy of the Russian Federation and supports the economic security of the country.

The Russian Federation has sufficient gas reserves, which allow maintaining and even increasing the level of its extraction. At the same time, effective development of gas industry is impossible without a powerful personnel supply adequate to modern political and socio-economic changes.

The current decade was marked by a significant restructuring of our society in almost all spheres of activity (Gurieva et al., 2016).

In socio-political life it is transition to democracy, in the sphere of economy it is the transition to market economic relations, in human life it is the increasing role of the individual in society.

Radical changes have formed a new political, economic, legal environment and, in the first place, radically changed the economic relations and interests of man, the collective and the industry as a whole. This required corresponding major transformations in the management of production enterprises of various forms of ownership, and especially in the field of personnel management.

The best domestic and foreign experience shows that the development and implementation of modern personnel policy and system management of personnel at relatively low costs allow achieving a significant increase in the efficiency of enterprises by enhancing the creative potential of employees (Bogoviz, Vukovich & Stroiteleva, 2013).

The object of this study is production enterprises, predominantly in gas industry, seeking ways to improve the efficiency of production and economic activities.

The subject of the study is the problems of improving the personnel policy and personnel management in the current socio-economic conditions, including the formation of a personnel management system, the organization of activities in key areas of personnel work.

The theoretical basis of the study is the work of domestic and foreign economists in human resources management, general problems of forecasting, planning and management at the enterprise,

The theoretical base of the research is the work of domestic and foreign economists in human resources management, general problems of forecasting, planning and management at the enterprise, management effectiveness, psychophysiological aspects of personnel work.

The research was carried out using system analysis and program-target methods, theory of forecasting and decision-making, methods of sociological analysis.

## **4. Discussion**

### **4.1. The Methodology of Personnel Management in Manufacturing Enterprises**

The labor collective workforce is a certain system of "Personnel", constructively consisting of interrelated elements. It has its own internal structure, because the workers differ in the functions, categories, professions and many other characteristics: demographic (sex, age), economic (experience, training, motivation), socio-psychological (discipline, ability to interact), etc. The system itself seems to be quite complex, since it is characterized by a multitude of connections between the elements both horizontally (between workers) and vertically (between structural units, management bodies, etc.).

The basis of personnel management is the definition of the trajectory of the development of the "Personnel" system and the regulation of its behavior in dynamics in accordance with the development of the external environment, internal contradictions, the tasks of the enterprise (organization, firm) as an industrial and economic system (Krasuk, Kirillova & Kozlova, 2017).

As applied to the personnel of the enterprise, management means the development and implementation of the management impact on the totality of the characteristics of the labor potential of the employee and the collective with a view to aligning them both with the current tasks of the enterprise's functioning and with its development strategy, the need to fully utilize the opportunities associated with the role of the human factor in modern production. Therefore, managerial decisions are aimed not only at individual workers as elements of the "Personnel" system, but also on maintaining production relations between them, on the very structure of the system, its proportions, the behavior of the system as a whole, its development.

Management goes in the following areas:

- change in the number of employees and forms of employment;
- personnel structure changes;
- change in staff motivation, etc.

To this end, various methods relevant to the technology of working with personnel are used: selection, hiring, hiring requirements, training and promotion, evaluation and remuneration, etc.

The modern concept of "management" means the process of coordination of various activities taking into account their goals, conditions of implementation, stages of implementation.

### **4.2. The Technology of Personnel Management in Manufacturing Enterprises**

To manage efficiently, it is necessary to know the mechanism of functioning of the process under study, the entire system of factors that cause its change, and also the means of influencing these factors. Therefore, we can talk about a certain mechanism of the functioning of the personnel management system and about the use of various instruments of influence on the employee, i.e. about a certain technology for working with personnel. In its most general form, technology is a technique, skill, or service used to produce certain changes in a material (Ivantsevich & Lobanov, 2003).

There are several types of technologies:

- Multi-link, by which a series of interrelated tasks performed successively is meant;
- Intermediary, i.e. the provision of services by one group of people to others in solving specific problems;
- Individual, connected with the specification of techniques, skills and services applied to an

individual employee.

An example of the implementation of multi-link technology in personnel management is the adoption of managerial decisions at each stage of the worker's working life at the enterprise (recruitment, training, adaptation, direct labor, etc.) with inherent characteristics, appropriate tasks and methods of management impact. Intermediary technologies are used in the course of interaction of the personnel service with the heads of structural subdivisions of the enterprise regarding the implementation of the personnel policy, the selection of personnel, their evaluation, etc. Individual technologies are largely focused on managing people's behavior during work activities and rely on the use of methods of motivation of work, social psychology and, above all, methods of regulating interpersonal relationships, etc.

Concerning personnel management, it is important to know what goals can be achieved with the help of various means of influence, how and through what it is carried out. The arsenal of tools used here (methods, ways of working with personnel, expressed in various organizational forms) is quite diverse:

- personnel planning;
- change management;
- optimization of the number and structure of personnel, regulation of labor movements;
- admission, placement and dismissal of employees rules development;
- structuring of works, their new layout, the formation of a new content of labor, job responsibilities;
- management of personnel costs as a means of influencing the development of the worker's labor potential (Odegov & Zhuravlev, 1999);
- organization of labor as a means of creating an environment conducive to the maximum return of the performer in the work process;
- workload management, optimization of working time structure;
- evaluation and control of activities;
- the policy of remuneration for labor, its high results; the provision of social services as a means of motivating and stabilizing the collective;
- tariff agreements between the administration and the collective;
- socio-psychological methods (methods for eliminating conflict situations, ensuring interaction, etc.);
- formation of corporate culture, etc.

Some of these measures are of an organizational nature (personnel planning, labor organization), others are related to the impact on the employee with a view to changing his motivation, behavior, mobilizing his internal capabilities (reward system, assessment, interoperability, etc.).

An important management tool is personnel planning, which ensures the purposeful development of the team in accordance with the resource capabilities and objectives of the enterprise. Personnel planning is part of the overall planning system, so it must be closely related to its other types (planning production, marketing, finance, investment, etc.). Through personnel planning, there is an impact on such aspects of personnel work as:

- the need for staff;
- work on hiring and filling vacancies, including training;
- the release of unnecessary labor;
- labor costs, etc.

Personnel management should provide a supportive environment in which creative abilities of employees are realized, and their abilities develop. As a result, people should enjoy the work performed and the public recognition of their achievements.

A widely spread means of influencing an employee, on developing labor relations is the motivation of labor, which provides:

- a system of reward, material and moral encouragement;
- enriching the content of labor, increasing interest in the work;

- development of personnel, provision of opportunities for professional qualification promotion, career planning;
- improvement of the socio-psychological climate in the organization through a change in leadership style, terms of employment and work, promotion of individual and group initiative, creativity and self-development;
- active involvement of employees in the management of labor processes, participation in the profits and share capital of the firm, etc.

Motivation allows solving such problems as the stabilization of the collective, increasing the productivity of work and motivation in mobility (first of all professional), ensuring systematic skill development.

### **4.3. Features of Personnel Management in Manufacturing Enterprises**

Personnel management is an integral part of enterprise management in general. The process of enterprise management can be divided into the following components: management of technology, economics and personnel. The most difficult of the three above objects is frame management, because they have a leading role in personnel management (Falmer, 2013).

When planning the workforce, it is necessary to perform both a periodic and systematic analysis of the properties and characteristics of the workforce in order to detect changes in their distribution and composition.

The definition of the need for labor resources at the enterprise is as follows. The sales forecast is transformed into a production schedule that distributes the work between the services. Each task should have a certain operating time, based on the study of technique or previous experience (Gapsalamov, 2016), especially if the operation is routine or repetitive. The labor force needs can be influenced by changes in labor productivity created using the best equipment, intensification of production, application of the best methods of control over its implementation. The initial provisions of the HR policy are as follows:

- The employment policy is aimed at providing qualified personnel and developing measures to motivate it by creating comfortable working conditions, security and opportunities for professional growth;
- Wage policy means the provision of a higher salary than at other enterprises in accordance with the quantity and quality of the duties performed;
- Training policy is the provision of appropriate practical benefits and a production base for preparing the performance of duties assigned to employees;
- The policy of production relations presupposes the establishment of certain procedures for the simple resolution of emerging problems;

Welfare policy includes the provision of services and benefits more attractive than those of competing firms (Goncharov, 2013).

### **4.4. The system of indicators characterizing the intensity and details of personnel turnover**

To assess the effectiveness of work on human resources management, one can use a system of indicators that characterize personnel turnover intensity and details (Mindlin et al., 2016). The main indicators of this system can be used as follows:

- Coefficient of intensity of turnover on receipt. It is defined as the ratio of the number of workers (Wr) taken for the reporting period to the average number of (Wa):

$$Cr = Wr : Wa.$$

- The turnover ratio for retirement is determined in a similar way - as the ratio of the number of employees who left in the reporting period (WI) to their average number:

$$Ct = WI : Wa.$$

- The coefficient of fluidity is determined in the same way - as the ratio of the number of

employees who left in the reporting period (W<sub>lp</sub>) to their average number:

$$Cf = W_{lp} : Wa.$$

- The replacement rate is defined as the difference between the number of employees taken and left to their average number.  $Cd = (Wr - WI) : Wa$ . If the difference in the number of coefficients is positive, this means that the number of hired workers exceeds the number of retired (Holding & Kokavech, 1995). Negative value of the coefficient arises in cases when the number of laid-offs exceeds the number of newly taken, which can arise as a result of a reduction in the volume of production, the liquidation of part of the workplaces in connection with technical re-equipment, etc.
- The coefficient of staff constancy is defined as the ratio of the number of employees who worked throughout the reporting period to their number at the end of this period. This coefficient, as it were, complements the coefficient of fluidity and changes to assess the effectiveness of the company's personnel policy (Savelieva, 2004).

Motivation is one of the most important functions of management, which is the stimulation of an employee or a group of employees to work to achieve the objectives of the enterprise through the satisfaction of their own needs (Falmer, 2013).

## 4.5. Motivation Features

The main levers of motivation are incentives and motives. A stimulus usually means a material reward of a certain form, for example, wages. Unlike the stimulus, the motive is the inner driving force: desire, attraction, orientation, internal attitudes, etc.

Modern theories of motivation are largely based on the results of psychological research and are aimed primarily at determining the list and structure of people's needs. In this context needs are considered as a conscious absence of something causing a motivation for action, and are divided into primary (congenital) and secondary (formed during the acquisition of a certain life experience).

Personnel, labor productivity and wages are closely related concepts. Each enterprise must develop a plan for labor and wages, the purpose of which is to find reserves to improve the use of labor and, on this basis, increase labor productivity (Valentinovich Bogoviz, Grigor'evna Vukovich & Stroiteleva, 2013). At the same time, the plan should be designed so that the growth rate of labor productivity outstrips the growth rate of the average wage.

One can also highlight the following areas of work with the company's personnel:

- development of instructions that fix the official duties of employees;
- clarification of standards and a requirement for work results;
- vacancy planning;
- staff recruitment;
- development of training and development programs;
- organization of staff promotion;
- development of systems for assessing results and stimulating work;
- staff reduction.

The urgent task of improving the personnel management system at the present stage is the creation of an integrated information system for "human resources", the integration of databases of different divisions of the company (Latyshev & Akhmetshin, 2015).

Based on a special software database is the main repository of information on the company's personnel. The modern information system on "human resources" summarizes information sheets on personnel registration and questionnaires of candidates for work, introduces necessary changes in them, provides for an exchange between linear and functional managers.

An increasingly important role in the modern economy is given to organizational and corporate culture. The organizational culture of the firm is a key variable in the system of innovative labor management, which unites the efforts of personnel in achieving corporate goals. Corporate culture is a set of values and beliefs shared by employees of the firm,

which predetermine the norms of their behavior and the nature of the organization's life.

The main principles of work with personnel are: individualization, democratization, informatization, systemic approach, selection of employees taking into account their psychological compatibility, consideration of staff's wishes when choosing the forms and methods of their retraining and advanced training (Child, 1990).

The following main functions of the personnel management service can be distinguished:

- realization of strategic and tactical goals of your company: forecasting the situation in the labor market and in your own team for taking appropriate measures in time;
- systematic analysis of the available human resources and planning of its development taking into account the perspective;
- staff motivation, assessment and training of personnel, assistance in adapting employees to innovations, creating socially-comfortable conditions in the team, resolving questions of the psychological compatibility of employees, etc.

The most important function of the personnel management service is the understanding and implementation in the personnel policy of the general plans of the enterprise development. In today's Russian practice, this is the weakest point. Isolation of personnel departments from setting promising goals leads to the fact that the available human resources are often unable to realize new ideas and technologies, and it takes too much time to rebuild it, which is absolutely unacceptable in a market economy (Samygin & Stolyarenko, 2002).

Many commercial structures in Russia are now following a different path. No one seriously deals with personnel. People are easily recruited, even easier parted with. Instead of intensifying work on the adaptation of collectives to market conditions, to take care of providing painless psychological reorganization of each person, especially experienced specialists, workers are sometimes mercilessly dismissed as not having adapted to new requirements. This approach is a manifestation of short-sighted policy, and later the leaders themselves will most likely regret this very much. After all, any replacement of an employee is an economically costly practice. At the same time, the reputation of the company is damaged. Apparently, in the near future the cost of labor will begin to equalize, and the most important factor of motivation for work will be the reliability of the person's position at work.

Correct personnel policy is not only high production efficiency, but also comprehensive social security of a person, a favorable moral and psychological climate, comfortable working conditions, wide opportunities for self-realization of the individual.

## 5. Conclusions

In this work we examined the features of personnel management in manufacturing enterprises.

In conclusion, it seems noteworthy that for decades the technocratic approach to managing at the enterprise level dominated the domestic economy, when production plans, budgets, and administrative orders were at the forefront. Personnel policy as such was largely the prerogative of state bodies and orthodox ideological mechanisms. Many of its components turned out to be beyond the immediate influence of the company's managers. Monopoly in the world of work as a whole led to a narrowing of labor motivation and alienation of workers, a decline in interest in labor and low productivity. It can be argued that personnel are neither a factor nor a resource of Russia's transition to the market, but, rather, the space where this should happen. Practice confirms that human capabilities are decisive in achieving the set goals.

Personnel management is the foundation of any economic system, since people are the most valuable of the country's resources and enterprise. The content of personnel management is determined by social relations, production volumes, technology and other factors. In the economy of the country, human resources management is aimed primarily at regulating employment, terms of payment, ensuring business relations between employers and employees, improving the skills of the able-bodied population, developing legislation in the sphere of labor, employment and social relations.

Human management is of particular importance for all organizations: large and small, commercial and non-commercial, industrial and operating in the service sector. Without people there is no organization. Without the right people, no organization can achieve its goals and survive. A person is the most important element of the production process in the enterprise. The capital needed for the implementation of new investments in the creation of a new enterprise can be obtained in the capital market. Finding competent staff is a much more challenging task.

The enterprise staff in modern conditions is the basis and the most important condition to achieve market success. Money and material success is by no means a guarantee, but only a prerequisite for prosperity. A reliable foundation is its employees, specialists of the enterprise.

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