Directions to Improve Effectiveness of Management of Management of the Industry Company Personnel

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Abstract. Organization personnel management is the essential resource for ensuring the effectiveness of its activities. Planning a company's development strategy is inextricably linked with planning a strategy and tactics for managing labor potential. The article discusses the current areas of personnel management, suggests options for working with a personnel reserve, and considers the difficulties of personnel management for the conditions of an industrial company. As a result of the analysis, the managerial impacts plan was formed, the implementation of which will ensure the solution of production problems in the direction of increasing the efficiency of personnel management of the enterprise.

1. Introduction
The management of a modern organization aims at finding opportunities for improving the efficiency of using its potential as a source of financial well-being. In this sense, the labor potential reserves due to the specifics of this type of organization resources are diverse, challenging to identify, and realizable. The same employee in different conditions demonstrates different production results, and personal achievements can be more or less manageable and change the efficiency of his activity regardless of visible conditions and factors. In this regard, the following areas of human resource development are highly relevant: firstly, the development of the organization's personnel program, secondly, the disclosure of peoples' potential, and, thirdly, the justification of the possibilities for realizing the potential of employees.

The object of the study is a manufacturing organization operating in the fuel and energy sectors. The company provides its employees with full opportunities for professional development and career growth [4].

2. Materials and methods
The company introduced and developing a program for the formation of a personnel reserve for the positions of leading managers. The Regulation on the personnel reserve determines its structure, the basic principles and criteria for selecting candidates, the sources and procedure for the formation of the Personnel reserve, the primary forms and methods of its preparation, the responsibility and the interaction between the heads and personnel services of the administration and branches of the Company when organizing work with the Personnel Reserve.
Personnel reserve is a specially formed and trained group of employees combining a high level of development of managerial competencies and professional skills that meet corporate requirements and is designed to be promoted to senior positions of a higher level. Personnel reserve is the leading source for appointment to senior management positions of the enterprise [10].

To prepare the reserve for appointment to the target positions, various types of developmental and training activities can be used (Table 1).

Table 1. Activities implemented in the framework of training the personnel reserve of the company.

| Categories of developmental events | Operational reserve | Prospective reserve |
|------------------------------------|---------------------|---------------------|
| **Classroom training**             |                     |                     |
| Admission Training                 | ✓                   | ✓                   |
| (if necessary)                     |                     |                     |
| Vocational training                | ✓                   | ✓                   |
| Management Skills Training         | ✓                   |                     |
| Human Resources Workshops          | ✓                   | ✓                   |
| (if necessary)                     |                     |                     |
| Systemic Business Education (MBA)  | only for 4 level    | only for 4 level    |
|                                   | reserve              | reserve              |
| **Development through practical experience** | | |
| Temporary replacement of the holder of the target position | ✓ | ✓ |
| Participation in development projects (solving individual production, technical, economic issues, participating in competitions to solve problems of improving the organization of labor and management) | ✓ | ✓ |
| **Interaction with the professional community** | | |
| Participation in conferences, contests and other events | ✓ | ✓ |
| Self-development                   | ✓                   | ✓                   |

The development of the personnel reserve is a crucial area of work with personnel. Personnel management directed at the timely and systematic replacement of vacant leadership positions by candidates with a high level of professional and managerial complexity. Primary control ensures the continuity and continuity of the management process. The effectiveness of work with the reserve of senior management personnel of subsidiaries is highest [1, 2].

Analysis of the human resources management policy of the enterprise led to the conclusion that despite the high personnel costs of management (including personnel development), the company has many problems in this area. In this regard, the following recommendations are essential for reviewing company management.

1) Improve the personnel selection quality; it is necessary to combine the efforts and resources of the personnel service and interested managers to carry out the variety, which will reduce the time of preliminary interviews and improve the quality of the range. Collegiality in the choice of candidates will significantly save the time of all specialists involved in the interview process, and the candidate for the vacant position. Collegiality will also provide an opportunity to determine the professional suitability of the candidate more clearly.

2) The prospects of the enterprise established by the amount of accumulated useful information, the ability of staff to transform data into knowledge, and use it rationally. The intellectual leadership is the main factor of competitiveness in the market in the present and the future. Today the auspicious enterprise activity is mostly determined by the capabilities in the search and effective use of
knowledge. The formation of a comprehensive strategy for managing intellectual potential at the enterprise is relevant at the present stage of the development of the knowledge economy. For the creation of an effective knowledge management system, it is necessary to have an intellectual infrastructure and introduce personnel training models with a focus on scientific and innovative activities [3].

At the present stage, the intellectual potential management system at industrial enterprises based on the following elements:

- Paperwork and information support of divisions, including archives and a technical library (formalization (description), accumulation and preservation of accumulated knowledge and experience of the enterprise);
- Training and development (transfer of knowledge and experience to new generations of workers);
- Organization of research and development, innovation and rationalization of workers (the creation of new knowledge);
- External and internal corporate communications (access to and exchange of knowledge (external and internal sources)).

At present, not only rationalizers and researchers but almost all employees of enterprises are considered to be creators of new knowledge. High-quality work of all subsystems is a prerequisite for effective knowledge management, but its success ensures the fundamental restructuring of all personnel management processes. In particular, the company should:

- To develop and implement assessment and motivation systems that stimulate each employee to achieve high results and continuous training;
- Create a corporate culture focused on cooperation and mutual assistance, encouraging initiative, innovation, and innovation;
- Remove internal organizational barriers that prevent the exchange of relevant information and new ideas;
- Create a modern information infrastructure, train staff in new methods of finding information, and working with it.

The necessary component in the formation of the intellectual potential management system is personnel training – obtaining new knowledge and the creation of new competencies among employees of the enterprise.

3) It is necessary to maintain the synergy effect by stimulating the initiative of subordinates, an “all-encompassing management style,” which should be characteristic of senior management, as well as creating an entrepreneurial spirit in units.

The main emphasis in contacts between management and departments is advisable to make on strategic issues [5]. Thus, for productive activities, top management should take a clear and definite position concerning the rights and powers transferred to units.

4) The organization concludes a large number of employees, but a more cohesive interaction occurs, as a rule, only within the departments. For more significant cooperation and the unification of the entire team, it is possible to recommend holding corporate events:

- Scientific and technical conference of young specialists.
- Holding the Corporate Forum in December (or January) – a report to the team, discussion of everyday topics, drawing development strategies, and other forms of communication. The format is similar to the annual meeting but more modern.

5) Implementation of measures to reduce document flow (reducing bureaucratization in the management apparatus).

6) Development of new functional provisions that reduce duplication of functions.

7) A large number of office workers in the enterprise and the remoteness of various objects from each other lead to the urgent need to create an intranet portal. The intranet portal should become a shared space for all employees. The intranet portal should contain an archive of documents, all-important background information, and pages of each department, filled out, and maintained by the employees in agreement with the leaders. The portal should include an entire employee forum to
create reliable communications within the team. Perhaps you should provide a form for creating blogs or personal business cards of employees (corporate mini-social network). For the development of creativity, it is necessary to create a separate section where employees could post their photos.

8) Corporate mythology (the mission and philosophy of the company should, whenever possible, be placed on all possible internal corporate information carriers – on stands, on a single information communication portal, on the intranet portal, in mass mailing letters).

9) Conducting research to identify workers' motivation to work and developing measures to increase job satisfaction.

10) At the enterprise, a large number of employees work on a rotational basis. The company employees not only in full-time mode, but also employees working on a rotational basis. The training of employees working on a rotational basis has its specifics. So, the involvement of such an employee in practice with a separation from production during the working shift is unprofitable for enterprises:

- Firstly, the employee does not perform the work defined by the employment contract;
- Secondly, while maintaining the average wage for the student, the company makes an additional payment to other employees for fulfilling the duties of the absent;
- Thirdly, if the student is an interregional shift worker, he needs to pay for the hotel and pay travel expenses. Free shift training is also economically disadvantageous for the enterprise. The issue of staff training is the city's Training and Production Center. Training activities conducted in three areas. The first and foremost direction is advanced training; the second direction is the acquisition of a second (related) profession, and the third direction – targeted courses.

Conducting theoretical and industrial training directly in production entails the need to organize training classes in remote fields, and equip them with the necessary manuals, technical training, mock-ups, demonstration stands and computer equipment [6, 7].

According to experts, the training provided at remote fields during a working shift will significantly reduce the costs associated with staff training. Training should implement in the evening during the period when the personnel is in the field.

In the organization of the educational process, the staffing schedule should include two masters of production training, traveling to remote facilities of the company, and holding the entire process (setting up equipment, recruiting groups, scheduling classes, controlling attendance, and other events).

Training using online technologies is the most economical and acceptable for employees located in places remote from training centers. At the same time, the company's employees will be able to timely and fully receive quality training in the programs necessary for the successful implementation of production tasks.

For employees motivation to train and self-development, it is necessary to use not only properly organized remuneration with its focus on specific work results, but also the linking of employee advancement in the professional qualification plan with their further training [8, 9].

Like any process taking place in a company, personnel management must be active. To achieve success, the human resources management service, along with other structural units, must carry out many functions – from providing basic operations to strategic planning.

3. Conclusion

Based on the foregoing, a plan of managerial impacts aimed at improving the efficiency of personnel management of the enterprise was formed (Table 2).

Table 2. Management decisions plan to improve the efficiency of personnel management.

| Direction | 1. Personnel selection, assessment, training and development |
|-----------|----------------------------------------------------------|
| Justification | Implementation of the policy of promoting a positive image of the Company |
|             | Since the studied enterprise is a reasonably well-known company in the regional market, together with an increase in recognition, the Company, with a high degree of probability, can become the object of not only close |
attention but also information attacks. The higher the fame of the enterprise, the better “negative news” about it is “sold.”

**Goal**

Increase the recognition of the enterprise, creating the image of a modern, powerful, innovative, useful society company, an industry leader who makes a significant contribution to the socio-economic development of the region, the country as a whole, as a socially responsible company.

**Facilities**

1) The primary way to interact with the media is through press releases and other PR texts. It is essential that the information posted in the publications is not purely technical and is understandable to an unprepared reader. Press releases must appear in the media regularly, with a specific irreplaceable frequency. But the main thing in relations with the press is new information, ensuring the availability and high quality of the materials posted. It is necessary to create separate mailing lists of press releases both by level (municipal, regional, federal) and by media topic (business, industry, mass).

2) A possible way to effectively interact with the media – comments. There is an acute shortage of professional experts in the oil and gas industry in the media. If the general director (top managers) of the company are available, journalists could regularly and with pleasure take comments on current industry-wide topics. Thus, it is possible to increase media loyalty and company recognition in society, regardless of the actual internal informational issues.

**Expected effect**

– Informing both potential candidates and employees of the Company about the goals, objectives, values, priorities, and opportunities provided to employees.

– Formation of a loyal attitude to the Company.

**Direction**

1.2. *Improving management skills among line managers*

**Justification**

The underdevelopment of personnel services and the unpreparedness of managers for personnel management inevitably affect the general managerial philosophy and culture of the company, the moral and psychological climate in the team, the relationship of managers with their employees, which leads to dissatisfaction of employees with their work, to fetter of initiative and a creative start in action.

Learning new things should be supported by practical experience. Specialists in the field of social psychology have established that students achieve better results if the knowledge and skills gained in the process of retraining are immediately reinforced practically.

**Goal**

Improving and developing managerial skills of line managers.

**Facilities**

1) Using discussions as a tool for acquiring new knowledge and developing optimal options for managerial decisions.

2) Socio-psychological training.

3) Analysis of mistakes and precedents.

4) Program training and other types of training.

**Expected effect**

1) Maintaining and improving the professional level of the Company's employees.

2) Compliance of training with the general development strategy of the Company.

3) Encouragement of initiative and creativity in work.

4) The development of managerial skills will affect the relationship of
managers with their employees.

5) Improving the moral and psychological climate in the team.

### II. Motivation and reward

#### Direction 2.1. Improving working conditions.

**Justification**

Psychological unloading room is a tool to reduce the burden on workers engaged in heavy work associated with increased concentration of attention, physical, emotional, and moral stress. The psychological unloading room also contributes to staff motivation when choosing a place of work, provides contact with employees, helps to identify problems in the workplace, makes it possible to regulate job relationships, and smooth out sharp corners, identifying uncomfortable areas in staff activities.

**Goal**

Reducing severe emotional and mental stress.

**Facilities**

Creation of zones of psychological relief.

**Expected effect**

1) Maintaining a healthy moral and psychological climate in the team.
2) Prevention of stressful situations associated with overwork.
3) Creating favorable conditions for the formation of informal ties in the team.

#### Direction 2.2. The implementation of the bonus system

**Justification**

Each employee of the enterprise wishes not only to work productively throughout the year but also to have a good rest during the vacation period. Thus, the management of the enterprise could introduce a bonus system in the form of additional days to the main vacation. For example, according to the results of the year, each department selects the best employee who receives a bonus. Moreover, the fair distribution of bonuses is important. In this case, you can reward employees with such a bonus, but no more than 1 time in 3 years.

**Goal**

Creating an effective system of encouragement and incentive for quality work.

**Facilities**

Development and implementation of the bonus system.

**Expected effect**

A large number of employees will be able to get bonuses, which will undoubtedly be a stimulating factor for effective work.

### III. Interaction policy

#### Direction 3.1. The exchange of information (both vertical and horizontal) is feedback.

**Justification**

Information exchange is an essential component of highly efficient work systems for two reasons. Firstly, the exchange of information on business strategy issues symbolizes a high degree of trust towards employees. Secondly, even motivated and trained employees are not able to participate in the process of improving organizational effectiveness sufficiently if they do not have information on the most critical performance indicators and are not prepared to interpret and use this information.

Vertical exchange of information allows you to bring to the attention of employees the goals and objectives of the Company. At the same time, such exchange provides an opportunity for employees to submit their proposals for improving the work of the Company, to bring to the attention of the management opinion on working conditions;

The horizontal exchange of information aims at coordinating the interaction of employees of structural divisions to achieve the general objectives of the Company.

A very important condition for the success of such an incentive strategy is openness and trust in the relationship between management and employees: constant and accurate reporting of the production and...
economic situation in the Company, about the expected prospects, planned actions, and the success of their implementation.

| Goal                      | Effective and efficient employee engagement. |
|---------------------------|-----------------------------------------------|
| Facilities                | Conducting general meetings at which employees can also express their opinion and make suggestions on how to improve work in the Company. |
| Expected effect           | 1) Formation of understanding of the role of employees. |
|                           | 2) Transfer of experience and development of joint solutions. |
|                           | 3) Effective interaction between employees and the employer. |

**Direction 3.2. Delegation of authority**

| Justification              | Lack of efficiency in decision making. |
|---------------------------|----------------------------------------|
| Goal                      | Speeding up decision making in a changing internal and external environment. |
| Facilities                | Delegation of many functions of the enterprise administration to the unit level. |
| Expected effect           | The directors of structural divisions quickly and independently focus on the needs of their team, which increases the efficiency and quality of managerial decision-making, the results of which will be sent to the external environment and will subsequently affect the competitiveness of the entire enterprise. |

The proposed management decisions to improve the effectiveness of personnel management are relevant for use in industrial production facilities.

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