

Structural organizational and economic mechanism for managing the labor potential of the enterprise

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Abstract. The main objectives of the activity of any modern enterprise are: obtaining maximum profit; formation of the labour market with works and services; implementation of economic and foreign economic activity within the framework of the current regulations. The structure of a modern enterprise is based on the division of labour, i.e. certain types of work between the personnel of the enterprise are assigned to specialists who are able to perform them better and more qualified than everyone else from the point of view of the organisation as a whole. It is important to designate and correctly form the blocks within the organisational structure of the enterprise; organisational structure of the personnel management service; organisation of keeping personalised records of employees; to carry out constant analysis and monitoring of the system of incentives for the personnel of the enterprise, applying additional methods of labour motivation of the personnel and forms of training of employees, providing for the subsequent improvement of their qualification categories.

1 Introduction

The need to develop modern methods of personnel organisation and structuring and their implementation will allow not only to effectively use the human resource potential of enterprises/organisations, but also to promote the increase in labour productivity, including within the framework of increasing the maximum profit of the enterprise. Therefore, in the present period effective management of the enterprise in the conditions of market relations requires a whole set of such qualities as: deep and versatile knowledge, professional experience and intuition, as well as operational adaptability, stability, the need for prompt problem solving.

Within the framework of the work, we have considered the works of scientists, which pay attention to the diversity of types of work, as well as the identification of features of organizational structuring of labour activity, both existing and prospective trends in the field of labour: B. M. Genkin, N. A. Beloborodova, I. G. Nosyreva, S. V. Kolesnikova, A. Yashin [1-4] and others.

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Among foreign scientists who have presented methodological approaches to the formation of an organizational and economic mechanism for managing the labour potential of an enterprise, it is necessary to highlight such classic researchers as S. Adams, F. Herzberg, A. Maslow, F. Taylor, as well as their contemporaries M. Keenan, I. Georgiou, J. Kassinger, I. Miles [5] and others.

2 Materials and methods

The theoretical and methodological basis of the study is represented by scientific works and publications of domestic and foreign authors in the field of personnel organisation of modern enterprises.

Statistical methods, system approach, analysis methods were used as research tools. MS Excel and STATISTICA application software packages were used for information processing.

3 Results

Management of an enterprise is carried out within the framework of the organisational structure [6], which is determined by the policy pursued by the enterprise and is independently divided into the following blocks presented in Figure 1.

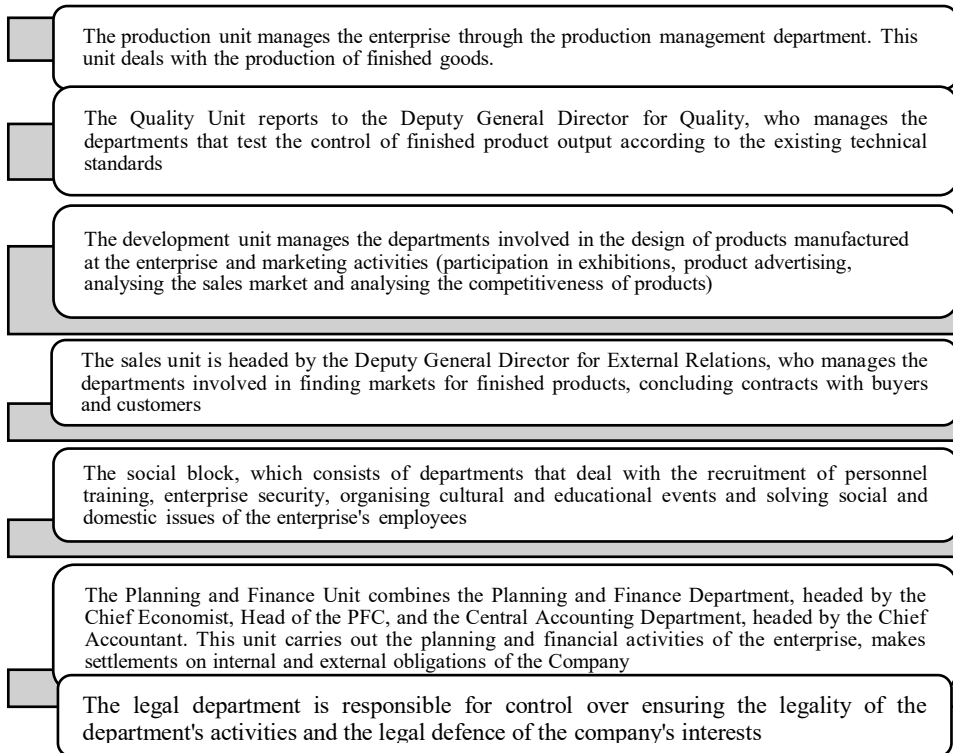


Fig. 1. Organisational blocks within the organisational structure of the enterprise

Thus, the production structure of the enterprise is a form of organisation of the production process and finds its expression in the informative ordering of the size of the enterprise, in the number and composition of shops and services created at the enterprise, their layout, as well as in the composition, number and layout of production areas and workplaces within the shops, created in accordance with the dissection of the production process into large links, partial production processes and production operations [7].

Let us consider the existing personnel management department at the enterprise, as well as the main functions of the organisational structure of company management. The optimal structure of the HR management service of the enterprise is presented in Figure 2.

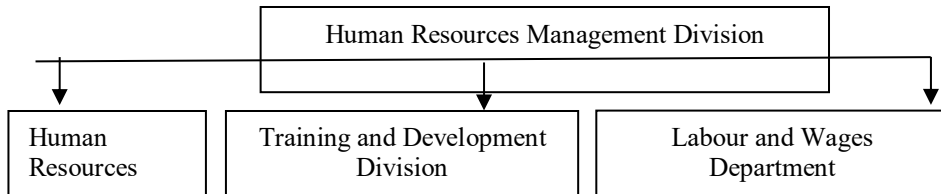


Fig. 2. Optimal organisational structure of the HR management service at an enterprise

The main functions of the organisational structure of personnel management at the enterprise, are as follows [8]:

1. Development and planning of the need and demand for personnel of the enterprise, taking into account the introduction of innovative technologies, which includes:

- implementation and search for new employees of various specialities both within the enterprise and through the employment and employment service;
- concluding contracts with educational institutions in the region and neighbouring territories;

- creating certain conditions in order to minimise staff outflow at the enterprise;

- formation of adaptation mechanism for newcomers at the enterprise;

2. Planning and personnel training at the enterprise, as well as retraining and professional development of the enterprise's personnel:

- formation of training groups of various forms of training;

- formation and organisation of various forms of practice of higher education students;

- formation of records and reports on training, retraining and advanced training of the enterprise personnel.

The system of documenting the admission, transfers and any movements of the enterprise's employees, as well as holidays, dismissals is presented in Figure 3.

The work of the HR and training department is carried out on the basis of the current labour legislation, other regulatory acts, collective labour agreement, orders and instructions of the General Director, his deputies, internal regulations, the existing quality assurance system and regulations on the HR and training department of the enterprise.

At the enterprise, the HR department is constantly in touch with other departments, effectively interacting with them, in turn providing information and receiving it from parallel departments in the structure. This action allows to carry out, among other things, the selection of personnel of the enterprise based on the results of the interview and is aimed at identifying the presence or absence of professional training to meet the requirements of certain qualifications of personnel and other requirements, which is revealed during the interview. For example, appearance, gender characteristics, age and personality type of the applicant and others. However, since the interview is not formalised and the results of the meeting with the applicant are not recorded, the administration of the enterprise, as a rule, establishes a certain probationary period, at the end of which the final decision is made.

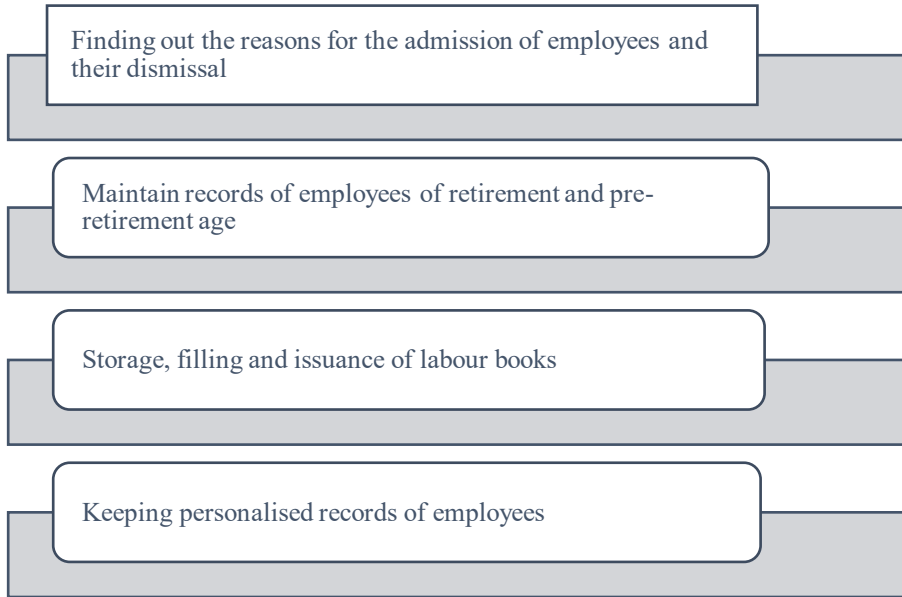


Fig. 3. System of organisational and documentary registration of admission, transfers and any movements of the company's employees

Admission of potential employees to the enterprise is carried out and formalised by the order (instruction) of the employer, which is issued on the basis of the concluded contract (labour agreement), and as a result, a personal card is entered for the employee of the enterprise, which is filled in upon his/her admission and dismissal. This organisational action is connected with the analysis of staff turnover, identification of the reasons for this circumstance and elimination of unfavourable situations related to it.

An important indicator of stability of labour activity at the enterprise is the indicator of duration of work at the enterprise (length of service of the employee).

To increase the labour activity of personnel at the enterprise, the economic system of material incentives is applied, where such forms as bonuses for current results of economic activity, additional payments and allowances, various one-time incentives for labour results and other are used [9].

The template of the most frequently used at a modern enterprise incentive system of the enterprise personnel is presented in Figure 4.

Remuneration of labour at the enterprise is made in accordance with the regulations on remuneration of employees.

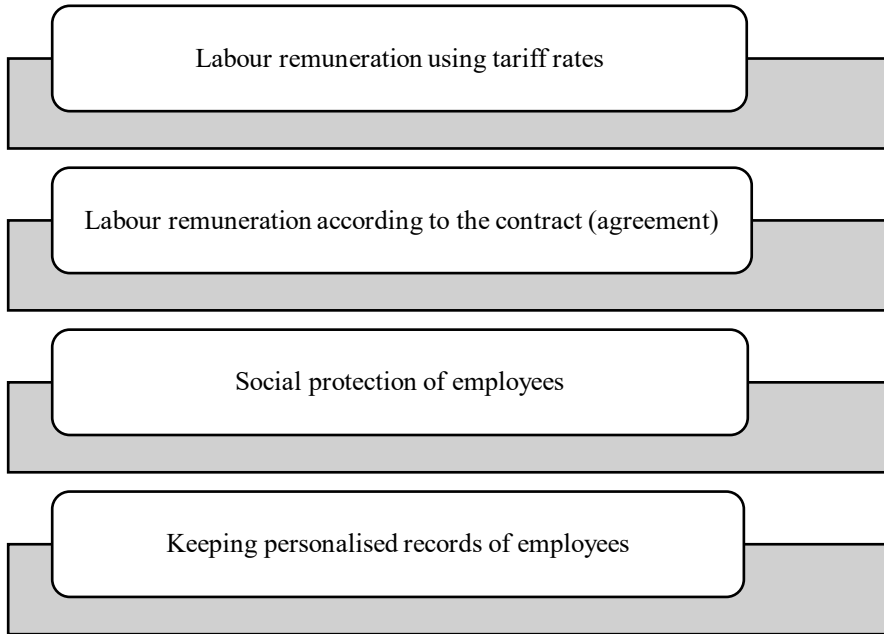


Fig. 4. Template of the most frequently used personnel incentive system at a modern enterprise

4 Discussion

At a modern enterprise, all employees with duplicate positions are paid the same salary, despite the undoubtedly individual creative, professional and experienced contribution of each of them to the work of the enterprise. However, the head of the enterprise, following the norms and fearing dissatisfaction of employees who disagree with the assessment of their competences, as a rule, does not allow differentiation of salaries of employees in the same positions.

In our opinion, the way out may be, in our opinion, for especially valuable employees, signing labour agreements (contracts) in which the information on salaries is a commercial secret.

Also, the enterprise can provide the following methods of economic organisation of labour motivation of the personnel, carried out through provision of favourable material conditions of work, organisation of measures on social protection of workers, which are presented in Figure 5.

Line managers of the enterprise through such forms as remuneration, bonuses, allowances can cause the employees of the company a certain interest in the results and efficiency of their labour, participating in the increase of the capital of the enterprise.

The enterprise may also use a system of punishments, where for misdemeanours in the sphere of labour relations, punishments may be applied, on the one hand, that are not disciplinary penalties, but, on the other hand, that are applied simultaneously with them (disciplinary penalties).

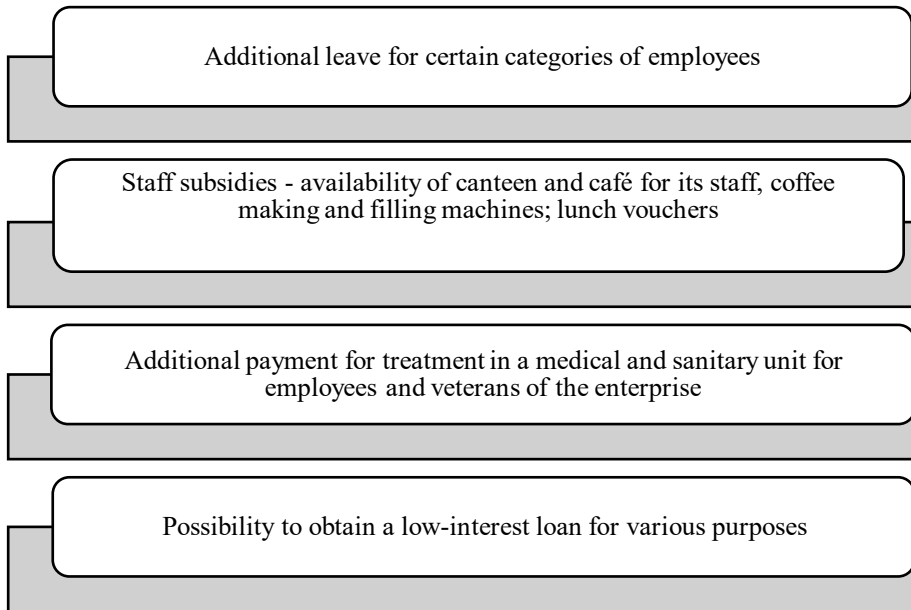


Fig. 5. Additional possible methods of economic organisation of labour motivation of personnel

For example, if an employee is late to work for the first time, they will forfeit 10% of the monthly bonus, and if he or she is late a second time, he or she may forfeit the entire bonus. If the employee is late to work for the third time during the month, this event can be considered as a precedent for dismissal of the employee. Moreover, as a matter of company policy, the employee is also held financially liable for damages incurred in connection with his or her compensation for damage caused to third parties, if such damage is compensated by the company.

There may be other forms of non-economic incentives at the enterprise, which contribute to improving the microclimate, as well as reducing socio-psychological tension in the team. The employees of the enterprise need a sports hall and various competitions, fitness events, any sports classes that are held in the sports complex of the enterprise and exist free of charge for employees, etc.

An important direction in the personnel management system is to improve the qualification level of the enterprise's employees, which should include:

- 1) training of managers and specialists;
- 2) training of workers;
- 3) qualification examinations;
- 4) teaching staff;
- 5) organisation of training.

Training of enterprise employees includes such forms as advanced training, general improvement of knowledge on economic, social and legal issues, advanced training on labour and civil legislation.

It is rational to establish the following main types of training of the enterprise's employees, presented in Figure 6.

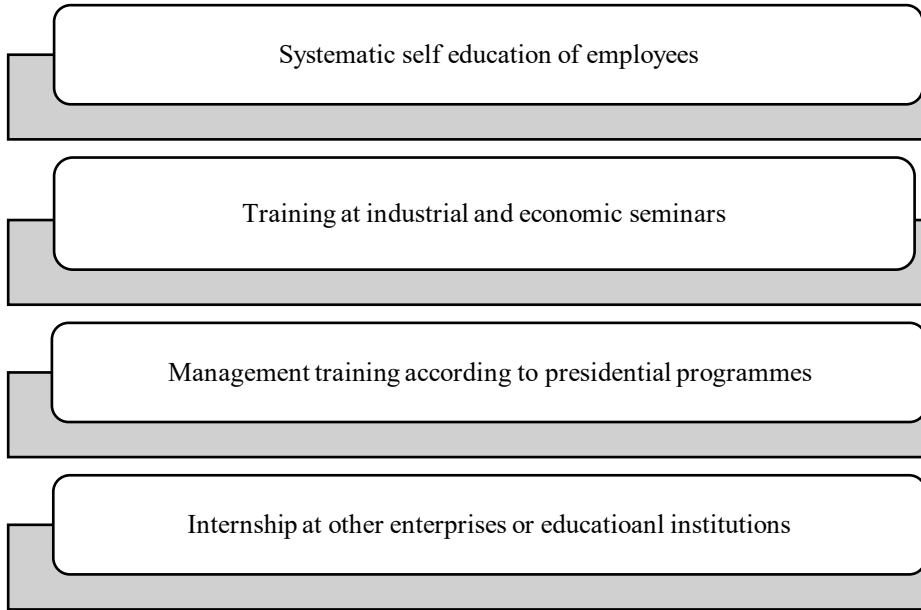


Fig. 6. Rational forms of training for the company's employees

A system of vocational training to improve the professional level, may include the following:

- training of new workers of persons who do not have a trade and professional initial training of persons admitted to the enterprise who do not have a trade;
- advanced training of workers, ending with their passing qualification examinations with the drawing up of a protocol and a qualification certificate;
- training in second (related) professions, carried out at production and technical courses and courses of special purpose, where the duration of training is set depending on the aims and objectives of the training and the complexity of the material.

Periodically at the enterprise it is necessary to carry out attestation of all personnel of the enterprise, which takes place in order to improve the professional suitability of employees, and, as a consequence, ends with obtaining categories as an increase in the level of their professionalism.

An approximate recommended procedure for obtaining categories of employees of the enterprise is presented in Figure 7.

The categorisation of employees allows the management of the enterprise, while differentiating the remuneration and bonuses of employees in accordance with the categories, to differentiate the assignments for the performance of works of different complexity, to carry out expert examination of projects and to participate in mentoring and attestation tests in the team.

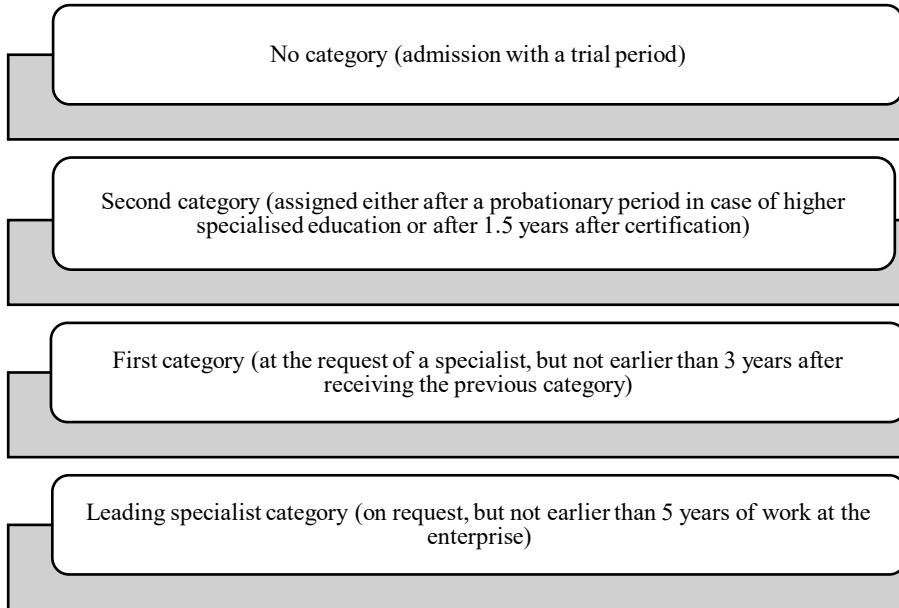


Fig. 7. Approximate procedure for obtaining qualification categories of employees during staff appraisal

5 Conclusions

The structural organisational and economic mechanism of labour potential management of a modern enterprise is aimed at the division of labour, that is, certain types of work between the personnel of the enterprise should be assigned to specialists who are able to perform them in the best way in terms of qualifications and work experience of each employee, in the interests of improving the efficiency and profitability of the entire enterprise as a single system.

The structure of the organisational and economic mechanism for managing the labour potential of a modern enterprise is characterised by the following main components: organisational blocks; the optimal organisational structure of the enterprise management service; the system of organisational and documentary registration of admission, transfers, and any relocations of employees of the enterprise; the system of personnel incentives; additional possible methods of economic organisation of labour motivation of personnel; rational forms of training of employees of the enterprise; and the system of the enterprise.

In total, effectively working organisational and economic mechanism of management of labour potential of the modern enterprise is aimed at the maximum possible positive final result - maximum profit. To obtain this result, taking into account the assessment of the effectiveness of personnel management, we need a component-based situational approach to management in this area, the basis of which is the situation, i.e. a specific list of components and circumstances affecting the activities of the enterprise at a given time.

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