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The analysis of organizational and managerial innovations in system of personnel recruitment in LLC “Gazprom transgaz Tomsk” Tomsk Polytechnic University

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Abstract

The relevance of this work is connected with innovative approach in system of personnel recruitment. The quality of staff became the major factor, which determines survival and an economic situation of the organizations in Russia. **The main aim of the study** is to analyse organizational and managerial innovations in system of personnel recruitment in LLC “Gazprom transgaz Tomsk”. **Methods:** monographic method was used for the study of the literature; interview was used for conversation with the psychologist of the organization for the purpose of receipt of necessary information; hypothetical method was used to develop recommendations for the study of the subject. **Results.** The analysis of organizational and managerial innovations in system of personnel recruitment in LLC “Gazprom transgaz Tomsk” is carried out, stages of staff recruitment are analysed. The authors also suggested the introduction of testing procedures to determine the personal characteristics of applicants – potential students of a technical university.

Keywords: organizational and managerial innovations, personal qualities, recruitment, psychological testing;

1. Introduction

Employers often experience considerable difficulties in case of personnel recruitment on vacant positions in the modern world. The problem of personnel recruitment is among urgent and requires measures for its decision. The main objective of personnel service in case of personnel recruitment is the satisfaction of a quantitative and high-quality component of demand for manpower for the organization. Employment of personnel for work is a system of actions for involvement of those people who correspond to the quality characteristics caused by purposes of this accounting entity [10].

Relevance of this work is connected with innovative approach in system of personnel recruitment. In the conditions of market economy quality of personnel became the major factor determining survival and an economic situation of the organizations in Russia. The mode of normal functioning is designed not only to provide high-quality matching of new workers, but also lays the foundation for future success of the organization. Work purpose: to carry out the

analysis organizational and managerial innovations in system of personnel recruitment to LLC “Gazprom transgaz Tomsk”.

2. Main part

2.1. Traditional system of recruitment

The traditional system of personnel recruitment in the organization consists of the following main stages: the HR manager checks questionnaires, recommendations, the summary and the record of service of job seekers to a position then with them the interview is conducted. From results of an interview it is possible to draw a conclusion on professional suitability, to estimate business competences and to make the decision on employment. In selection process of personnel the organization will be able to eliminate a part of the candidates who aren't conforming to requirements of the organization. Traditional systems of personnel recruitment most often include selection in strictly set parameters in which the working experience, age, skills of the job seeker have huge value. However in practice such methods don't bring desirable result. Mechanically performing the work, the HR manager won't be able to consider a task of the organization, and also the purpose and personal features of each job seeker, his potential opportunities, aspiration to personal growth. Mistakes during the matching and selection of personnel too expensive cost the organization, especially, when case concerns matching of the managerial personnel.

Modern economic conditions of activities of the Russian organizations cause need of creation of such system of personnel recruitment which will satisfy requirements of firm for a personnel, will adjust their effective use, will provide their professional and social development [1, 2, 4]. Therefore, eventually all standard and traditional approaches gradually lose the value and authoritativeness. They are succeeded by the fresh ideas, new and non-standard techniques. Such tendency couldn't avoid and the labor market thanks to what a great number of heads of modern firms began to use not absolutely regular trial and error methods of personnel.

2.2. Effective system of recruitment

As the twenty first century — a century of innovations, scientific and technical progress develops with a huge speed, therefore, the companies also shan't stand still. For creation of effective system of personnel recruitment it is necessary to take measures for its improvement, respectively, development and entering of organizational and managerial innovations are an integral part of development of the company.

Organizational and managerial innovations are a complex of new technologies, methods, tools, the methods of the organization directed to increase in efficiency of separate parts of a management system, the management of types of activity, in general all management system, eventually, aimed at increase in efficiency of functioning of all entity [6]. Implementation of organizational and managerial innovations in business and innovative activities of the entities causes, on the one hand, increase in efficiency of innovative activities, and with another – improvement of results of functioning of the entities that testifies to a special role of these innovations for increase in competitiveness of the entities [7].

2.3. The analysis of organizational and managerial innovations in system of personnel recruitment in LLC “Gazprom transgaz Tomsk”

For identification of organizational and managerial innovations in LLC “Gazprom transgaz Tomsk” the system of recruitment was analyzed and it consists of 9 stages.

1. Requirement determination: whether the new employee is necessary. If there are vacant rates, then there is a rotation or enrollment of new employees. Employees are recruited on three categories: head, specialist and worker. The head is elected from an allowance of personnel. External employees to this position, as a rule, aren't attracted. Specialists are chosen from external and from internal employees. To a position of the worker attract only external employees.

2. Work planning: forming of the request for matching.

3. Refining of the request for matching.

4. Search of the employee: by means of the websites SuperJob, HeadHunter, OJSC Gazprom - vacancy.

5. Selection on formal grounds (according to the request).

6. Refining of data: it is performed by phone. The employee of department of personnel recruitment specifies interest of the job seeker.

7. The summary is transferred to the direct head if it conforms to the declared requirements, then the job seeker is invited to an interview with this head and the personnel manager [5]. Job interviewing is important in the course of personnel recruitment and consists in selection of the suitable person for work on the basis of objective criteria which are applied to the candidate. The interview pursues two main goals: 1) to help the organization to estimate candidates for position compliance; 2) to help candidates to estimate the organization as future place of employment [3, 8].

8. Further psychological testing by means of which it is possible to constitute a total characteristic of the identity of the person is held, to determine a set of its personal qualities necessary for future position. Testing is held by means of an automated system of EPDK Personnel +.

9 stage: Reconciliation procedure. Acceptance of the employee to a position will be approved by the CEO, the deputy director general on an activities profile, the direct head, the personnel manager and group of matching based on results of an interview, testing and a feedback of security service. Based on the above-named procedures the conclusion about acceptance of the employee is employed.

3. Conclusion

Thus, during the analysis of system of recruitment of LLC “Gazprom transgaz Tomsk” was revealed that unlike traditional systems of workforce recruiting in this system there are innovations which can be determined how a multilevelness of this system and its automation, including regarding psychological testing. At the same time the multi-level system of personnel recruitment allows to study thoroughly personality characteristics of the candidate for a position that promotes completing of staff, having necessary professional and personal qualities, and gives the chance to constitute a complete psychological portrait of the candidate from which it is possible to find out how the potential worker in this or that situation will behave.

It should be noted that at the Tomsk Polytechnic university it is also possible to enter system of psychological testing for determination of personality characteristics of entrants. Results of a research will help to determine feasibility of training of the entrant in the chosen educational program. It is important that results of testing with the subsequent expert opinion were issued not only to the staff of higher education institution, but also arriving [9].

Thus, this research allowed not only to analyse organizational and managerial innovations in system of workforce recruiting in “Gazprom transgaz Tomsk”, but also on the basis of this experience to create offers on work with entrants of the Tomsk polytechnic university for determination of their personality characteristics.

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