


CREATION OF STAFF INVOLVEMENT AS PART OF THE STRATEGIC HUMAN RESOURCE MANAGEMENT IN A COMPANY

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ABSTRACT

Based on the analysis of the literature, the system of strategic effective management of the company was studied. It is noted that the implementation of the strategic goals by an organization can only be achieved through forming a common goal for all participants and staff involvement. Tools for the formation of employee engagement are proposed. Thanks to SPMS, employees and managers understand mutual expectations, thus reducing the number of conflict situations and ambiguous understanding of everyone's job responsibilities. The decrease in staff turnover, the growth of the customer satisfaction index, and the active participation of employees in a store's projects make it possible to assess staff involvement. SPMS allows establishing the relationship between the strategic goals of the company with the daily functional responsibilities of staff, involving employees in the phased implementation of the strategy, giving importance to the work of each employee, and determining their contribution to the implementation of strategic goals.

Keywords: Strategic performance management system. Human resources management. Strategic goals. Involvement. Labour productivity.

criação do envolvimento da equipe como parte da gestão estratégica de recursos humanos em uma empresa

CREACIÓN DE PARTICIPACIÓN DEL PERSONAL COMO PARTE DE LA GESTIÓN ESTRATÉGICA DE RECURSOS HUMANOS EN UNA EMPRESA

RESUMO

Com base na análise da literatura, foi estudado o sistema de gestão estratégica eficaz da empresa. Nota-se que a implementação dos objetivos estratégicos por uma organização só pode ser alcançada através da formação de um objetivo comum para todos os participantes e envolvimento da equipe. São propostas ferramentas para a formação do engajamento dos funcionários. Graças ao SPMS, funcionários e gestores entendem as expectativas mútuas, reduzindo assim o número de situações de conflito e compreensão ambígua das responsabilidades de trabalho de todos. A diminuição da rotatividade de pessoal, o crescimento do índice de satisfação do cliente e a participação ativa dos colaboradores nos projetos de uma loja permitem avaliar o envolvimento dos colaboradores. O SPMS permite estabelecer a relação entre os objetivos estratégicos da empresa com as responsabilidades funcionais diárias dos colaboradores, envolvendo os colaboradores na implementação faseada da estratégia, dando importância ao trabalho de cada colaborador e determinando o seu contributo para a concretização dos objetivos estratégicos.

Palavras-chave: Sistema de gestão de desempenho estratégico. Gestão de recursos humanos. Objetivos estratégicos. Envolvimento. Produtividade do trabalho.

RESUMEN

A partir del análisis de la literatura, se estudió el sistema de gestión estratégica eficaz de la empresa. Se observa que la implementación de los objetivos estratégicos por parte de una organización solo puede lograrse mediante la formación de un objetivo común para todos los participantes y la participación del personal. Se proponen herramientas para la formación del compromiso de los empleados. Gracias a SPMS, los empleados y gerentes comprenden las expectativas mutuas, reduciendo así el número de situaciones de conflicto y la comprensión ambigua de las responsabilidades laborales de todos. La disminución de la rotación de personal, el crecimiento del índice de satisfacción del cliente y la participación activa de los empleados en los proyectos de una tienda permiten evaluar la participación del personal. SPMS permite establecer la relación entre los objetivos estratégicos de la empresa con las responsabilidades funcionales diarias del personal, involucrando a los empleados en la implementación escalonada de la estrategia, dando importancia al trabajo de cada empleado y determinando su contribución a la implementación de los objetivos estratégicos.

Palabras-clave: Sistema de gestión de desempeño estratégico. Gestión de recursos humanos. Objetivos estratégicos. Envolvimento. Produtividade do trabalho.

INTRODUCTION

In modern economic conditions, business management is carried out through the analysis of business processes in the formation of an effective management system that ensures success of a company. Effective management is strategic in the sense that it is related to the wider challenges facing business. Traditional performance management systems were based on financial indicators and labour productivity indicators. The strategy development process often focuses on calculating only future financial results. Over the past thirty years, indicators have been proposed that reflect a strategic focus and include customer satisfaction, innovation, job satisfaction, and employee engagement. The strategic performance management system (SPMS) can be defined as an integrated approach to ensuring the sustainable success of an organization by increasing the efficiency of each employee and developing the human resources of the organization as a whole. Human resources are a reserve that increases the efficiency of the use of manpower resources as active partners in the strategic development of the company. The study examined whether SPMS helps strengthen the company's human resources and the formation of desirable work behaviour; whether new personnel management tools help managers to improve the SPMS process in their organization and promote staff involvement.

METHODOLOGY

The system of strategic effective management allows the company to effectively compete in the market of goods and services by translating strategic goals and initiatives into company projects in which employees are involved. SPMS systematizes organizational strategic goals, making them measurable using critical success factors and key performance indicators (NEELY, ADAMS; KENNERLEY, 2002). As a result, management has the ability to take corrective measures to maintain the organization in working condition. The result of the strategy development process is clear strategic goals and action plans for measurable efficiency gains aimed at achieving competitive advantage (WAAL, 2007). The business problems that motivate organizations to improve the process of developing a strategy are the result of setting unrealistic long-term plans that do not consider possible economic changes and do not focus sufficiently on competitive advantages.

The process of strategic effective management consists of various stages: developing a strategy, budgeting / setting goals, forecasting, evaluating effectiveness, analysing effectiveness and stimulating remuneration (MORROW; ENOCH; SUE, 2016). During the implementation of the SPMS stages, conditions are created for the formation of effective labour behaviour of co-workers, which becomes the key not only to achieve strategic goals, but also, as a result, guarantees the success of the company among its competitors (TERENTYEVA; KORNEYKO, 2017). SPMS includes the following phases: preliminary assessment and organization, analysis of the external and internal environment, the actual development of the strategy considering possible alternatives to strategic planning and the implementation of the developed strategy. The last phase involves the implementation through existing systems of personnel management through their improvement.

Kaplan R. and Norton D. associate SPMS with favourable outcomes (KAPLAN; NORTON, 2001). SPMS reduces the degree of uncertainty, reduces the level of conflict among staff, and increases the clarity of the information needed to complete the work (BURNEY; WIDENER, 2007). The empowerment of employees, as well as increased self-efficacy, is noted. SPMS improves productivity on an individual level, as it provides the opportunity to start new projects, gain additional autonomy and feedback (KAPLAN; NORTON, 1996). The integration of individual and corporate goals, as well as the initiation of development and training plans, play an important role in ensuring the effective management of human resources, including the well-functioning work of personnel management systems, and contribute to increasing the effectiveness of the organization (IVANOVA, 2018).

A well-organized strategic effective management process encourages managers to develop a high-quality strategic plan and carefully monitor employee performance. SPMS aims to develop partnerships between managers and those they manage. The main goal of personnel management is timely decisions (ARMSTRONG, 2006; ARNAUT and MITROFANOVA, 2018). For the successful functioning of the company, the emphasis is made on a single personnel potential, and not on a group of employees or an individual employee (VARKULEVICH, 2018). The personnel potential of an enterprise is developed by the personnel service and / or its managers of all levels. Human resources are assessed through the qualitative and quantitative characteristics of all employees of the enterprise (RAKHMANOVA; SHAMAEVA, 2017). It is the formed human potential that provides the organization with strategic advantages in the markets for goods, services, and knowledge (MAZELIS; LAVRENYUK; TERESHCHENKO, 2016). The human potential, in addition to the combined abilities of the company's employees, also includes such components as labour motives, values, and so on.

The common goals of all participants can be achieved only through the involvement of staff in the implementation of the strategic goals of the organization. V. Kahn defined “personal engagement” as the inclusion of personnel in the performance of their functionality physically, cognitively, emotionally and mentally (KAHN, 1990). The characteristic of the labour behaviour of the involved employee is the fulfilment of his/her functional duties beyond the stipulated volumes, and the desire for professional growth. Positive emotions and optimistic mood (for example, inspiration, and job satisfaction) positively affect the employee's work (ALBRECHT et al., 2015). Various software products allow employees in real-time to give feedback to their colleagues and receive an assessment of their performance from them (NEELY; GREGORY; PLATTS, 1995). Employees see how their work contributes to the achievement of company goals.

SPMS involves developing processes to establish a common understanding of what needs to be achieved in the short and long term (NEDOLUZHKO; VARKULEVICH; BATURINA, 2016). Periodic assessment of human resources within an organization can increase employee motivation and commitment, enable employees to develop their abilities, increase satisfaction with their work and realize their full potential for the benefit of themselves and the organization as a whole (IVANOVA; KORNEEV, 2018). Work on the development of the personnel potential of the enterprise is reduced to the effective operation of all personnel management systems: personnel recruitment and selection, adaptation, personnel assessment, personnel training and development, and motivation for work. Thus, we can talk about the subsystem within the framework of SPMS, or a Strategic Performance HR Management System (SPHRMS). The main elements that include an organization's personnel management strategy include the following: ensuring appropriate working conditions, developing methods for resolving conflict situations, developing effective measures for the selection and business evaluation of employees, and ensuring adaptation (SIMIKYAN; PERERVA, 2016). As a result of implementation, SPHRMS reduces cognitive and emotional requirements for employees by clarifying job responsibilities and eliminating ambiguities. SPMS provides everyone his/her goals to achieve the strategic goals of the organization and creates the conditions for the formation of employee involvement. The involvement is not determined by interviewing employees, but is assessed by HR metrics: labour productivity, customer reviews, learning outcomes, and the formed effective work behaviour.

RESULTS AND DISCUSSION

The formation and implementation of the Strategic Performance HR Management System was studied by the example of a large international retail company with more than 36,000 employees in Russia. The company is implementing a strategic program to change both the image of the company and each of its employees. The previous strategic development program carried out ahead of schedule made it possible to create the foundation for the transformation of the functional responsibilities of the company employees. The company had a goal: to enable employees to receive feedback from management along the individual trajectory of their development with remote tracking of their personal achievements.

Large project sites have occurred in the organization; today they are the link between clients, employees and management of the company. All projects proposed by employees who have been tested in Russia are carried out at the international level. The system of career trajectories has undergone changes: the employee's achievements are recorded and orientated in two vectors of their increasing, so horizontal growth allows the employees to grow and become a “specialist” - an “expert” – a “professional”. With each change, the company provides for the opening of new areas within it, where the employees' potentials begin to be realized. All this allows the company to effectively use the personnel potential. In parallel with the fulfilled functional duties, the employees realize the opportunity for self-development and self-realization. The practice of recognizing, rewarding and introducing to the result has been implemented, considering the transversal process: the ability to identify, accompany and promote employees.

Currently, the company is implementing a completely new project, “Declare your talent.” The main objective of the project is to find and unleash the potential of the project participants, through solving complex business problems. The project reveals / displays leadership qualities and analytical abilities of the employees. Project participants form their internal teams, which should show a result. The company today focuses on innovations that come up with employees in different directions: new professions, new competencies, and new working methods.

We analysed three indicators that demonstrate the level of development of personnel potential: staff turnover, customer focus, and the effectiveness of staff training. A high staff turnover in the new store in Primorsky Krai was observed in the first three months of operation; this was associated with high labour intensity and imperfect

staff selection systems (3274 people were interviewed during the selection company). At present, staff turnover is kept at 12%, which is low enough for the retail chain of non-food products.

The company records and processes all complaints and customer reviews. According to the results of 2019, the satisfaction index with the store is 66%. This index contains 26 mystery shoppers per month, 4 face-to-face surveys (SERIN, 2019). In the first month of work, there were an increased number of complaints from customers. The main reason was the lack of goods, defects, incompetence of employees, the problem of the servers. At that time, the staff included 214 people, who did not have necessary experience to work with a large flow of customers (up to 5200 people a day). The Board of Directors at the Primorsky Krai has developed universal mechanisms for working with a client, which will reduce the number of incorrect consultations. In August, the number of negative and positive reviews was equal; the average shopping per day was 4600 people. Having passed a set of adaptation measures, employees began to show a tendency to lower production costs and provided competent advices to customers. The customer service sector approved a customer profiling and an algorithm for interacting with different types of clients. The average satisfaction index rose to 73%. This result is acceptable for a store that has been operating for less than six months; the average for newly opened stores is 65%.

The highest customer satisfaction index is in the customer service sector, which was the result of an effective system of employee training and development. Each employee has an individual development plan, which includes a list of necessary competencies, basic knowledge and much more. Employees are trained in online and full-time systems. Before the store has been opened, maximum training costs were registered. Since the launching moment, employees have been adapting independently under the guidance of managers and sector leaders to new working conditions (SHCHERDOV, 2019). Currently, cyclical training is being carried out.

CONCLUSION

Thus, the continuous improvement of personnel management systems, in particular the assessment, adaptation, and training systems, allows managers to create conditions for staff involvement in fulfilling strategic goals. When restricting vertical career growth, the horizontal one is being introduced. The implementation of projects creates the conditions for professional development and self-realization of employees. The inclusion of an interaction algorithm with different types of clients in the employee training program increases the satisfaction index. The involvement of employees in the yield of company's activities is considered, taking into account the transversal process. SPHRMS is aimed at creating conditions for self-expression, professional development, continuous feedback, clarity of functional responsibilities, and the interconnection of individual and corporate goals. Personnel involvement should be assessed by staff turnover, customer satisfaction index, and active participation of employees in projects. SPMS allows a company to establish the relationship between the strategic goals and the daily functional responsibilities of staff, involving employees in the phased implementation of the strategy, giving importance to the work of each employee and determining their contribution to the implementation of strategic goals. The readiness of the company staff for constant changes and self-development in the implementation of strategic goals ensures its success during a period of economic instability.

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