



Features of a Strategic Approach to Human Resource Management

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ABSTRACT

Success of strategic human resource management is considered from the point of view of existence of negative qualities of firm personnel. Such parameters of employees, as commitment to stereotypes of group behavior, stay in the field of ordinary consciousness, the low level of personal culture and lack of skills of logical thinking are considered. Convolution matrix with parameters staff proposed for use as a measure of the success of management. It is established that firms numbering personnel from 45 to 85 people can be the most successful for Russia on this indicator.

Keywords: Strategy of development of the personnel, Combination of parameters the personnel, Factors of development of the company.

1. Introduction

Many even successfully working companies sooner or later face the crisis of controllability. Daily work of the company happens as usual, all instructions are carried out, but the company as if "stalled", advancement forward is slowed down, and even at all is stopped. Managers often faced with behavior of people that except as unmotivated behavior not name. Seems to be all measures to ensure working conditions, motivation, forming teamwork were accepted, but still there is a significant variety of behaviors, including counterproductive behaviors. One reason for this situation is neglect of the strategic management of personnel.

A strategic approach can be formulated as a set of defined constituents:

1. The strategy of working with the staff should be not only a coherent with overall strategy of the company, but it should serve as a basis for its formation. In fact, in the absence of the necessary workers most courageous projects will remain on paper.
2. Events, phenomena and processes that are waiting staff and a company as a whole in the future, should turn be predicted.
3. The situation on the labor market during the period of analysis should be predicted, and measures to neutralize the negative trends must be taken. For example, in Russia these are a low birth rate, and therefore weak replenishment of labor resources. This leads to the deficiency of some specialists.
4. Psychological subbase of formation collective of enterprises at the moment and in the future with fixing all the intermediate points must be designed.
5. Targeting at use of all of sets of motivational mechanisms known for today any of which isn't superfluous, has to be created.

As is well known, controllability of firms, development of its personnel depends not only on the applied techniques of management, but also from personal qualities of the people hired to work.

Aspirations and expectations of managers often differ significantly from what they get in reality. They deal not with bad, or insufficiently clever people.

Simply they are others and differ by personal qualities, by desire and ability to work by ideal model of manager, which is commonly used in management. This is especially characteristic Russia.

If we compare with the Russians, their Western counterparts are more stereotyped and predictable, and this simplifies the process of managing them. Russians are guided mostly by own personal system of values, rather than established rules and procedures, and most often they do not show this outwardly. This is one of the sources of known low labor productivity in Russia.

2. Literature Review

A.D. Vorobiev et al. [1] indicate that researchers and practitioners are increasingly inclined to "teaching model strategies", because training and experience are the basis for new qualities. Creating competence of the enterprise and its personnel is becoming a major task of the organization's strategy. Competencies of staff should provide real benefits to buyers and facilitate the organization of access to different markets, as well as to new segments of the existing market.

However, reliance only on the competencies reduces the tradability of creative possibilities members of the organization. This approach creates high risks in the case of incomplete or substandard adaptation of theories competence to concrete conditions.

As opposed to the theory of competence, Hamel et al. [2] pay attention to the behavioral aspects and the culture of the organization. In our opinion, weakness of Hamel's approach consists in imparting to these factors of excessive importance, that pulls together understanding of the situation with the approach of behaviorism and his characteristic sketchiness analysis of the situation.

I.F. Simonova and N.M. Zazovskaya [3] believe that the implementation of the program strategy is a key process because it leads to the achievement of the goals in the case of its successful implementation. Cases are observed, when the firm can't carry out the chosen strategy. This may be due to the fact that or analysis was carried out incorrectly, and wrong conclusions were made, or because unanticipated changes in the environment occurred. Often, however, the strategy is not performed because control cannot properly use the existing potential of the firm to implement it. This particularly applies to the use of labor potential.

Therefore, finding ways to control the strategic development of personnel is an important task.

3. Theory

Preliminary investigations have allowed reveal various aspects of human behavior. The combined action of the following parameters that have a significant negative impact on the implementation of the strategic plan of the company, is a typical.

- A. Commitment to the stereotypes of group behavior.
- B. Being in the field of everyday consciousness.
- C. The low level of culture
- D. Lack of logical thinking skills

The parameters characterizing the behavior of these people act together and are leading to the achievement of negative synergies. To analyze the situation it is necessary to construct a matrix ABCD, the shape of which is shown in Table 1. The matrix can have up to 16 lines describing the various options for combination of factors. Herewith, the level of this indicator as its the importance to the strategic development of the company added to each cell of the matrix.

Here, a scale is used from 0 to 1, where 0 - the minimum value, 1 - maximum value of parameter.

Table-1. Matrix the possible combinations signs

Sequence number	The combination of signs	The characteristic symptoms	Employees of the company			
			11	12	...	NN
11	Low commitment to group behavior and to ordinary consciousness, a high level of logical thinking and low level of culture	Constant attempts to get information from the "upper" levels of hierarchical ladder				
22	High commitment to group behavior,	Intuitive striving for "rallying" collective,				

Continue

	low tendency to ordinary consciousness, low level of culture and a high level of logical thinking	team building in all activities (from official activity until a free time)				
33	High commitment to group behavior and to ordinary consciousness, good logic and low level of culture	The state of indifference to those matters which do not relate to a given person personally				
...						
16						

Convolution-superposition of such a matrix can be constructed as

$$A_{\Sigma} = \sum \gamma_i a_i,$$

where a_i - matrix elements,
 γ_i - weighting coefficients.

A_{Σ} is a measure of the total utility of the company's employees in terms of the strategic development.

4. Materials and Methods

Labor collectives of enterprises of central Russia were used as an object of study. Poll 83 professionals working with staff, the study the experience of top managers, the study of literary sources and the content analysis of the first ten pages of the major search engines Google, Yahoo, Yandex and Mail allowed to allocate the listed above major factors affecting the implementation of the strategy the enterprise. Values of parameters which are placed in cells Table 1, and the number of employees for these firms were identified by surveys of experts.

5. Results

Average values for each selected company with a clearly articulated strategy for the development of staff were chosen for determine the applicability of this approach. This gives the simplified convolution $A_{cp} = \sum a_i$. If we compare the values obtained with the number of personnel of firms, we can obtain the graph shown in Fig. 1.

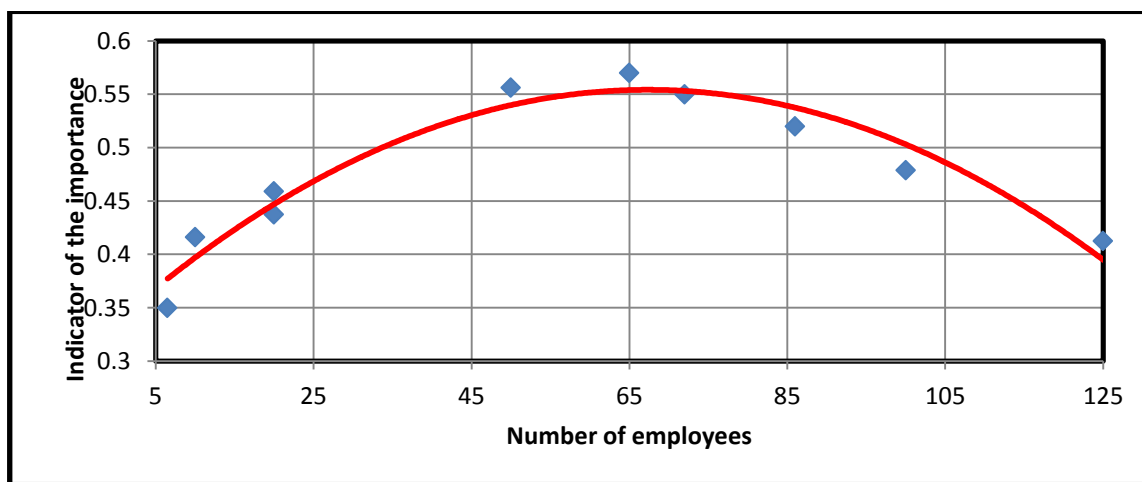


Figure-1. The dependence of the calculated index from the number of employees in the enterprise

Regression equation has the form $y = -5 \times 10^{-5} N^2 + 0,006N + 0,337$. The correlation coefficient after recalculation using regression equation to a linear form is 0,884. The correlation coefficient is significant for all significance levels exceeding 0.01.

6. Discussion

The graph in Figure 1 shows that the working collectives with the number about 45 to 85 people will be most effective for modern Russia. This means, among other things, that an effective strategy can be constructed for companies with a number of employees in the specified range.

All other collectives are characterized by an unfavorable combination of parameters included people in them, which gives a convolution value substantially lower than the level of 0.5.

The parameters, characterizing the behavior of these people, act together and lead to the achievement of adverse synergistic effect.

Group behavior in such cases has the following characteristics:

1. Occurrence of group norms;
2. The appearance the impact of the informal leader or an initiative nucleus;
3. Dismissive attitude to the arguments of common sense;
4. Obduracy in delusions, or persistence in delusions;
5. Belittling of personal opinion of members the group until the complete disappearance;
6. Elaboration of decisions corresponding to group norms;

Ordinary consciousness is characterized by the orientation of the individual to the submission of the realities of the surrounding society, prevalent in his group, stratum, class, and also the family and the team. The conclusions and inferences of the social phenomena and processes are made on the basis of a few or even one or two cases "from a life", or on the basis of observations within the immediate environment of the individual.

This happens instead of orientation to the broad observations on the basis of significant samplings or even on the basis of general totalities of significant sizes. Low level of culture is characterized by a lack of reliance on positive experience of mankind and, as a consequence, by decrease in the level of ability to solve complex educational and practical tasks. The lack of skills logical thinking associated both with reduced ability to logical constructions because of decrease overall level of mental health, and with the general crisis of the system of education.

If the HR manager or other managers working in this field, are identifying these negative traits in the behavior of personnel, it is necessary diagnose the collective to determine the actual state or situation.

Symptoms of the abnormal situation can serve the following characteristics members the analyzed group or collective, which are easily detectable even at a superficial observation:

1. Frequent change of work, place of study or marital status;
2. The absence of any significant promotion;
3. Explicit preference of ordinary consciousness before a scientific approach;
4. Adoption of group norms.

7. Conclusion

The study of conditions for carrying out pre-formulated strategy development of staff showed that the combination of the characteristics of the staff, the most suitable for this purpose, is achieved with a relatively small size of the firm.

Under these conditions the optimum number is between 45 and 85 employees.

Application of the approach with the analysis of the four negative components makes it easy to identify the type of behavior of employees and well in advance take steps to improve the efficiency of personnel management and common prosperity of the enterprise.

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