



Features of Innovative Personnel Management of Service Companies in the Period of Implementation of Organizational Changes

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ABSTRACT

In the conditions of development and improvement of management systems in organizations of the service sector, the requirements to the quality of labor and the qualification of personnel are increasing, which is an essential condition for achieving competitive advantages. The relevance of the research of the features of innovative personnel management in the service sector is determined by the growing role of this industry in the modern economy. Based on the use of theoretical and empirical methods, conditions and mechanisms for the formation of an innovative system of training / development of personnel at service enterprises were identified. The paper substantiates the priority tasks of personnel management in the context of the basic concepts of organizational change. As a result of the study, a program to improve the skills and trainings for employees of service enterprises, taking into account the characteristics of their work activities, was developed. An author's two-component model for estimating

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investment in human capital is proposed, which reflects the personal development of employees.

Keywords: service sphere, formation and development of professional competences, emotional stability, labor quality assessment, innovative training system.

INTRODUCTION

Economic reforms in the Russian economy, conducted since the 1990s, the transition of the economy to market conditions of economic management, entailed profound changes in the consumer behavior of a new class of consumers of services. Competitiveness of enterprises in the service sector is determined by the creation of consumer value, the introduction of innovations in the delivery processes, as well as a preventive response to threats from the external environment. All this pushes the management of service enterprises to develop and implement innovative development strategies aimed at expanding the range and improving the quality of services, as well as minimizing the likely losses [1, 2]. Thus, when developing a management strategy for the management of service enterprises, the need to implement systemic changes affecting organizational, resource and personnel subsystems becomes important [3]. In the process of adaptation of service enterprises to new market relations, innovative management strategies, a certain type of organizational behavior are formed, which are characterized by a dynamic balance between the processes taking place in the environment and the system [4]. These processes reflect the ability of the management system to timely rebuild, flexibly and adequately respond to the dynamics of changing environmental conditions through innovative managerial influences [5,6]. All this makes it necessary to conduct new research with a view to scientifically substantiating the innovative management strategy of service enterprises aimed at identifying trends in the sustainable development of the personnel of industry enterprises under conditions of dynamic changes and a high degree of uncertainty in the external environment.

It is known that the common and most important property of all services is their direct connection with a person: services are produced by people and to meet human needs. In the production of services, the consumer is influenced by personal qualities, especially the communicative abilities of the entire staff of the firm, which carries out direct interaction with customers. The effectiveness of such interaction will directly depend on the professional competence, responsibility, and integrity of the staff.

Thus, the success of an enterprise operating in the market of services will be directly determined by the level of development of labor resources. The latter consist of experience, staff knowledge, skills, communication skills, conflict management skills and decision-making skills.

Responsible behavior of employees of the service organization depends on the level of their qualifications and intelligence, emotional maturity and mental state [7,8,9,10]. In a company, which is striving to become competitive, its managers should consciously manage the development of key knowledge and competencies, caused by the need to adapt to the dynamically changing conditions of the external environment. For this, they at least have to

monitor the changes occurring in the external environment, formulate the strategic and operational goals and objectives of the enterprise and ensure their achievement.

RESEARCH METHODOLOGY

The basis of this study are the fundamental principles and principles of management theory, the sociocultural management concept, the theory of innovative development of economic systems, the basic concepts of the theory of organizational change.

Specific goals and objectives of the study, as well as its thematic focus predetermined the use of theoretical and empirical research methods. Based on the study of the best practices of innovative personnel management of service enterprises during the implementation of organizational changes, scientific and practical recommendations were formulated on the development of training programs for employees of service enterprises, taking into account the characteristics of their work.

RESULTS

Priority tasks of personnel management in the light of the basic concepts of organizational changes

In the new economic conditions, the desire of enterprises to survive in a tough competitive struggle, to ensure a stable development perspective, makes them take care of the introduction of new equipment and technologies, the development of innovative processes. The introduction of innovative management methods requires a change in the content of training specialists in the service sector in order to form the key competencies required by such specialists in modern conditions.

As noted by T.E Andreeva [11], most theoretical models of organizational changes presuppose specific practical recommendations for the agent to introduce changes to achieve the result better. At the same time, many recommendations on the implementation of changes are closely related to the management of the company's personnel, including tasks such as acquisition, certification, training and development, career planning, the formation of a corporate culture, the development of new reward systems, the establishment of internal communications and etc.

It should be noted that the use of foreign management experience in training managers in the service sector will be successful only if national-cultural aspects of their organizational behavior are taken into account. Based on the theory of socio-cultural management formulated by J. Coleman [12], P. Bourdieu[13], it was shown that not only formal institutions (laws, regulations, legal acts), but also the specificity of the social and cultural potential of the industry play the essential role for the innovative development of the service sector [14].

Consider the logic of the basic theoretical concepts of organizational changes that determine the priority tasks of personnel management.

The three-stage scheme "defrost - change - freeze" is the basis of the model of planned changes in the organization, until recently dominated in organizational science [15]. The management of changes according to Levin's concept is based on the idea that the head of

the company as a change agent has the power sufficient to implement the planned changes step by step. According to the theory, in order to "freeze" the system, it is necessary to develop a new incentive system and reorganize powers, responsibilities and information flows in such a way that they contribute to the consolidation of innovations.

A later model of evolving change sees change as a continuous process in which organizations continually align themselves with an unpredictable, multifaceted and rapidly changing environment. This model focuses on the implementation of changes from the bottom-up. The main task of the manager is to create such a situation in the company when a free exchange of ideas and their discussion take place.

The newest theory of organizational change is based on models of self-organization based on an understanding of organization as a non-linear dynamic system [16, 17, 18]. Among their basic postulates of the theory it is possible to note the following [11]:

- change is a permanent state of the organization;
- development processes of the organization have a chaotic, probabilistic nature;
- under certain conditions, weak impacts can lead to significant changes.

Based on this concept, a new understanding of the management function is formed, namely: increasing instability, cultivating variability, flexibility, unpredictable changes. Consequently, the priority task of personnel management, just as in the model of developing changes, is the development of employees - to a level that they can work in conditions of uncertainty, generate new ideas, make independent decisions, etc. Thus, according to the model of self-organization, the main task of managing organizational changes is in essence the development of personnel in the broadest sense of the term - not only teaching specific skills, but also developing general knowledge, conceptual thinking, psychological flexibility, readiness for constant change. (Table 1).

Table 1. Theories of organizational change and the problem of personnel management

Model	Key theses of the model	Priority tasks of personnel management
Scheduled changes	Planned changes completely dominated by the leader of the organization	Information campaign, reorganization of authorities and duties, development of a new incentive system
Developing Changes	Changes in the organization are permanent, each employee has an equal opportunity to influence the development of the company	Personnel development: training in general and professional knowledge, development of flexibility of thinking; selection of employees and managers
Self-developing organizations	The chaotic nature of the development of the organization, the strong influence of weak influences, situational changes	Personnel development: development of flexibility of thinking, training in general knowledge, development of the

		ability to make independent decisions in conditions of uncertainty
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Development of programs for upgrading skills and trainings for employees of service companies, taking into account the characteristics of their work activities

At the stage of developing the training program and determining the content of educational programs, the problem of the correspondence between the training program for employees and the development strategy of the service organization arises.

To solve this problem, it is necessary to ensure the participation of a specialist in personnel management in the planning of the enterprise. Then, in accordance with the planned growth in the volume and quality of services and, correspondingly, the number of units of the organization, personnel management specialists will be able to conduct advanced training of the company's personnel taking into account the recommendations and wishes of the heads of departments and employees themselves to form professional competencies. Modern management concepts argue that the most effective management of an organization when the achievement of the organization's goals occurs when the objectives of employees are implemented.

Actively influencing the world around them, people are increasingly paying attention to the success of their personal actions without regard to other people. The more people become independent, the wider the spread of their individualistic orientation, their interest in their own achievements are [19].

Therefore, when developing training programs for the organization's personnel, taking into account strategic goals, the goals of professional development and personal growth of its employees should be noted. Types of training, its results can be compared with the individual development trajectory of each employee, which will also be an indirect indicator of the effectiveness of the corporate system of training and development of personnel.

The problem of system and complexity in training the personnel of the organization requires a separate consideration. Despite the fact that in organizations that are serious about their development, training for different categories is conducted on an ongoing basis, the lack of systematic and integrated nature of these programs can be observed. Themes of training modules, their content are often disjointed and not subject to a single goal. The reason for this is, first of all, the lack of a systematic view of the training of personnel. There is also an imbalance between training in professional skills and personal development of employees.

This problem can be solved by an integrated approach to the choice of the training program, its content, as well as the forms and methods of instruction.

In order to draw up a comprehensive plan for training and development of personnel, it is necessary to combine the following characteristics: staff categories, key professional competencies and confirmed training and development needs. Then appropriate forms of training are selected. In this case, it is necessary to divide all training into two large blocks:

vocational training and personal development. Generalizations of the results of this work can be represented in the form of a matrix (Table 2).

Table 2. Comprehensive training and development plan for staff

Block 1. Professional Development			
Employee category	Theme	Method of training	Number of hours
Top Managers	Budgeting	Participation in the seminar-training	12
Deputy director of the retail network	Logistics of supply	Participation in the seminar-training	8
Sales managers	Formation of the client base	Participation in the seminar-training	8
Block 2. Personal Development			
Top Managers	Business conversation	Corporate training with elements of diagnosis and counseling (coaching)	12
Heads of structural subdivisions	Interpersonal interaction. Building a team.	Corporate training with elements of diagnosis and counseling (coaching)	12
Managers and employees of the sales department	Ability to manage stresses	Corporate training with elements of coaching	8

To overcome the uncertainty in assessing the contribution of employees to the performance of a service enterprise, it will be of great importance to form a Key Performance Indicators (KPI) system, through which it is possible to analyze the performance of each employee, units and the company as a whole. In order to improve the effectiveness of training, the practical results of training employees should also be reflected in the KPI system of the organization. Then the reward system - material incentives will be directly related to the achievement of the KPI of each employee and the organization as a whole and is transparent and understandable for all employees of the organization

When organizing the training of personnel in a service enterprise, the question of the effectiveness of investments in human capital remains important. The most common result of investment in human capital is the increase in labor productivity. The relationship between these indicators is expressed by the formula[20]:

$$E_i = (D - D_n) \times P / I, (1)$$

Where E_i - efficiency of investments in human capital at the i -th stage;

D_n - development of the employee before training;

D - development of the employee after training;

P - unit price;

I - investment in human capital

In our opinion, the lack of this model is the absence of a component reflecting the personal development of employees in terms of the effectiveness of investments in human capital. Taking into account the personal development and significance of the emotional component of the activity in the service sector, the evaluation of investment in human capital will have a two-component structure $\{E_i E_j\}$,

where E_i - is the efficiency of investments in human capital (1),

E_j - is an indicator of the dynamics of personal development, in particular the development of the emotional-volitional sphere of workers before and after training.

The presence of a direct link between the formation of emotional stability and the increase in the efficiency of the activity of service workers, in particular through internalization / assimilation of methods of psychological self-regulation, and the assimilation of norms and values of organizational culture, should be reflected in the construction of a personnel management system and the formation of an assessment of the quality of work of enterprise employees of the services sphere.

These processes reflect the ability of the management system to timely rebuild, flexibly and adequately adjust to the dynamics of the needs and interests of customers, be sensitive to changing operating conditions and find the right management decisions in the event of unusual situations .

DISCUSSION

As a separate task with its own specifics, the issue of human resources management in the period of organizational changes began to rise only recently within the framework of situational models of changes and is still a little studied aspect of management theory [21, 22].

As noted in [23], the innovative concept of human capital includes four elements: education, training, readiness for changes in the workplace and job satisfaction.

This article explores the issues of improving the system of professional development within the framework of improving the management system in accordance with changes in the qualification requirements for the personnel of service enterprises.

Previously, some of the provisions of this study have already been reflected in the publications of some authors of this study [24, 25, 26], and have generated some scientific and practical interest.

When developing training programs for the organization's personnel, taking into account strategic goals, the authors propose to take into account the goals of professional development and personal growth of its employees and compare the types of training, its results with the individual development trajectory of each employee, which will also be an indirect indicator of the effectiveness of the corporate system of training and staff development.

Thus, taking into account the personal development and the significance of the emotional component of the activity in the sphere of services, the evaluation of investments in human capital will have a two-component structure, in contrast to the earlier models [18].

CONCLUSION

The need for constant development and improvement of professional skills of workers in the service sector organizations necessitates a careful approach to the formation of personnel training and professional retraining programs.

The development of corporate programs of vocational training and professional retraining in accordance with the development strategy of the organization should promote both the development of personal and professional qualities of employees, and the achievement of the organization's goals. Development of competences and skills of employees of the service enterprise in the direction of self-regulation of the emotional state will allow to form the emotional stability of personnel as an important component of its professional activity.

On the basis of the study, an author's approach to the formation of training programs, its content, as well as the forms and methods of training personnel in the service sector during the implementation of organizational changes was proposed, and a model for estimating investment in human capital was developed.

The materials of the article are of practical value for the management of enterprises of the sphere of services that carry out organizational changes, as well as educational organizations engaged in training specialists for the service sector.

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