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Human Resource Management in the Context of the Global Economic Crisis

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ABSTRACT

The relevance of the study of human resources management in crisis conditions is determined, firstly, during social change, destroyed the existing usual ways of living, changing values and priorities of society, leading to the disappearance of some and the emergence of other forms of activity. This puts a person a new life task, "creativity" as a manifestation of activity of subject of activity, when the subject and object of the interaction may be reversed, as the operand and the operator. It should be stressed that in modern conditions of dynamic change is changing the paradigm, the subject and methods of management. And, as shows the analysis of the literature, which is especially valuable for economic psychology, psychology of business and management - namely inadequate representation of managers about changes in the economic, political, juridical (legal) entities and the management are the major obstacle to business development and the formulation of effective management of the organization. The problem of the inadequacy of the views of managers about the realities on the basis of which develops business or management is particularly acute for the Russian economy.

Keywords: Economy, Economic Crisis, Human Resources, Management, Motivation

JEL Classifications: J22, J24, J31, J38

1. INTRODUCTION

The work of authors and their followers aimed at creating a holistic concept of man, which were based on such concepts describe how "individual," "personality," "subject of activity" and "personality." External social conditions, the stability of which provides temporal continuity of the social world and its constituents, determine the social situation of development of personality, typical real-life scenarios, social norms, values that guide the development of the individual.

In our studies revealed that organizational behavior and organizational culture are a manifestation of a holistic approach to managing the human resources of the organization on the basis of regulations of the state in determining the trust worthiness of personnel and the value of the company. Secondly, the relevance of problems of psychology of management in conditions of global economic crisis is determined

by the "subjective attitude and psychologizing of economics." This is manifested in such basic characteristics of the economic crisis, which is not characteristic of the object and subject of activity: The lack of trust among agents in the economy, lack of confidence, uncertainty and unpredictability of the development of the crisis as the inability to predict or control the course of events.

Third, the basic economic categories in the context of globalization, information and postindustrial society are such characteristics of the subject activity, individual, social awareness (consumer, manufacturer, customer) and determinants of behavior of economic agents. For example, the state of the U.S. economy largely determines the characteristics of the development of the crisis in the world. Therefore, fourthly, the role of leaders, elites (political, creative, professional and others) as subjects of development of the world community as a whole. And, therefore, the system of psychological Sciences comes to the fore in the global crisis.

In general, the second, third and fourth factors determine the formation of corporate culture of the organization, which is manifested as loyalty, patriotism, professionalism of staff and main resource of the organization (staff resources, groups, teams, professional communities). The object of the study was mainly companies and organizations of the North-Western region of Russia. The subject of organizational and corporate culture, security management system of the organization (personnel and socio-psychological aspects of information and economic security). It should be emphasized that trustworthiness and loyalty are concepts that are often used as synonyms. However, in the system of ensuring economic and information security, these two concepts have different contents, what was the subject and one of the results of the study. So, first, the trustworthiness is defined more in relation to organizational, informational culture of the company and with the legal framework of the state, the public interest (Belousova et al., 2016). And loyalty, in contrast to reliability, and more correlated with the corporate culture and social, civic values, national interests, traditions, customs, national idea. Secondly, loyalty is more compatible with the guidance, leadership, and trustworthiness is based more on the management, governance. Or in other words, loyalty - reward-motivation and self-discipline, responsibility, when the staff acts as a subject of management; and reliability - on control, fear of punishment, "blind performance" when the staff acts as the control object.

The basis of the study was the work of domestic and foreign experts in the field of fundamental problems of personnel management and human resources presented in the scientific literature of the study of Russian and foreign scientists devoted to problems of management of enterprises, legal acts and normative documents. When developing the problem, using different methodological approaches, including a systematic approach to his subject-object and functional-structural aspects.

2. THE PROBLEM OF PRESERVATION OF COMPETITIVENESS OF THE ENTERPRISE MARKET, INCLUDING BY REDUCING COSTS

Emerging at the present stage in the Russian Federation the economic situation is characterized by a systemic crisis caused by complex reasons of a political and economic nature.

With the downturn in the economy, the actual tightening state policy in the sphere of entrepreneurship development, the deterioration of the socio-political situation caused by the fall in real incomes, the companies are becoming an increasingly urgent problem of maintaining its market competitiveness, including by reducing costs.

Often this is solved by reducing the personnel of the enterprises, carrying out organizational-regular actions, optimize the structure of expenditure charged to the payroll (Silnov and Tarakanov, 2015).

This article will study the practice of human resource management practices in a crisis:

- Reduction of staff costs;
- Reduction of staff or personnel optimization and reorganization of the structure;
- Motivation and increasing productivity.

And it also discusses typical errors in the implementation of the above management techniques.

In an effort to preserve people, many Russian companies last year had cut personnel costs in the following areas:

- Reduction of staff numbers (due to reduction in vacancies);
- The refusal of the reception staff;
- Reduced bonuses, compensation cost on the use of phones, transportation, etc.);
- Reduction of working time and, consequently, payments to employees (reduction of the working day, working week, sending employees on leave without pay).

Thus, according to "Russian Newspaper," "Avtovaz" has moved to working 4 days a week February 15 of the current year to reduce costs and avoid layoffs of personnel in a falling market. This mode of operation will continue for 6 months, said labor Minister Maxim Topilin (The Official Website of the Russian Newspaper RG.RU, 2016). Now reductions are not present, but revealed a "window of opportunity" for those who decided to leave the team voluntarily, said "RG" the press service of the company. They will be paid from one to five salaries at dismissal ("HR of the Year" - a Competition among Professional Managers on Personnel Management, 2016).

According to the news Agency "Grange" in the publication of March 3, 2016 in 2016 every fourth of the interviewed companies plan this year to reduce staff. 54% of employers who participated in the research project "data Bank of wages," the Head Hunter are confident that this year will be harder than the previous one (Zakharov et al., 2016).

Especially difficult will be the large companies, the number of employees of which more than 5 thousand people. 63% believe that the current year and the future will be difficult. 40% plan to optimize staff. In the online survey, which was conducted in February of this year. It took part 514 of employers, including 86% of companies - Russian, 44% work in Moscow. All voting of the company included in the "data Bank salaries."

3. THE REDUCTION OF PAYMENTS TO EMPLOYEES

Employees, who will not affect reductions, still in varying degrees, will affect the decrease in total income. Somewhere will not occur annual indexation, but we will reduce the variable part of the income, work schedule and benefits package.

During the development of the current crisis, many business leaders and organizations took the decision to reduce payments to its employees.

Such decision was justified by various methods, including intimidation. People different ways have been convinced that the preservation of their workplace, and at least some wages in this current environment is a boon compared to the risk of dismissal. Of course, such steps have led to a reduction in costs. However, such actions had the opposite effect. Some employees of firms that have ceased to believe in the future of their companies, which led to indifferent attitude to work, poor performance and loss of competitiveness. The most qualified of the staff and all began to search for more stable employment on the side. All this has led to a sharp decline in productivity, and, consequently, aggravated the crisis situation in specific companies and in industries in General (Novikov, 2013; Oleinikova et al., 2016).

If the possibility of optimization of personnel costs are exhausted, you resort to more drastic measures - reducing headcount.

Reducing staffing employees conducted in many companies is unwise. In some cases, layoffs occurred regardless of whether the employee has the required qualifications and experience, and the principle of personal loyalty of an employee to the management. As a result, some companies formed a clear imbalance between the effective “workhorses” and a large number of ineffective, not bringing any real value employees.

The beginning of any process of downsizing must be to optimize the current organizational structure. It is necessary to improve organizational structure, to avoid duplication of functions, excess of subordinates at one head, the mismatch in the qualification structure of the personnel needs of the company.

It is not necessary to prevent “information blockade” of its staff. Openness and honesty in respect of their employees - that is the basis of the relationship between management and subordinates. Objective information about the current situation in the company and plans to exit from the crisis is distributed among staff can increase employee loyalty and boost productivity.

Awareness of employees about the real situation in the company and understanding their role in it help to establish confidence to the management and, therefore, greater support of anti-crisis measures (Naumov and Novikov, 2015; Mindlin et al., 2016). Conversely, hiding information leads to rumors and paralyzes the productive work of the company.

The information vacuum is one of the most powerful factors reducing the capacity for work, delaying disease processes organizational changes and personnel reductions. In some cases this leads to labor disputes in the courts, which negatively affects the image of the company.

Transparency and clarity of management decisions is a great motivator (Uspenskaya, 2016).

Motivation of employees is one of the most effective methods of crisis management. In the conditions of crisis the main purpose of human resource management is to increase productivity while minimizing costs.

Under the circumstances, motivation of staff comes to the fore. Forms of motivation are the material and non-material incentives (“HR of the Year” - a Competition Among Professional Managers on Personnel Management, 2016).

By applying the methods of motivation should be the development of sustainable criteria for assessing work in the team.

If material incentives are no questions, then non-financial incentives provides a much more flexible growth opportunities for the company. This method includes both moral encouragement of employees (certificates, plaques, best employee, etc.), promotion and in the special relationship to professional staff - provide free graphics - possibility to choose a comfortable working place, time and rhythm. You can work even at home, even in cafes, even at the resort: The only thing that matters is results (Vinichenko et al., 2016).

According to this principle a design Bureau “Artem Gorbunov.” According to him, for such a graph (or rather, lack of it) need an adult approach to work: Those who are bored and need a stick to fly in a week. As far as the system is soft to the process, so it is hard and demanding results (Deineka, 2014).

By the way, the American progenitor of this principle is results oriented working environment - first introduced in Best-buy, large chain electronics stores. This refutes two myths: That the principle applies only to small firms and only in the creative fields.

In addition, positively affects the reduction of social gaps with the team, the work of leaders in the team, his direct communication with his subordinates (Androsova et al., 2016).

The activity and energy of the head during this period - the first and most important factor of crisis management of human resources. Stand whether people close to their leaders whether the show of loyalty and dedication to the business whether they retain faith in the success depends on what style of management will be selected by the management team.

Management needs to involve staff in the process of elaborating anti-crisis solutions that would solve two questions: The employees will feel ownership and hence responsibility for what is happening in the company, will be more sympathetic to decision-making leadership, but also will feel the stability and confidence in the future.

Also we should not forget about such forms of impact on staff, as a discipline, corporate ethics and material responsibility of employees. Administrative power based on power relations, discipline and chain of command are an effective mechanism of personnel management. The practical implementation of this style of administrative management is largely determined by the level of business culture of the organization, discipline in the team, the desire of employees to work according to the approved rules (Silnov, 2015; Isaev, 2016).

4. THE STAFF CRISIS

In relation to the business crisis is a period of instability, a situation when approaching a big change. The result of change can be

extremely unfavorable, and positive, but every crisis is a threat to the survival of the enterprise.

In the case of insolvency of the enterprise and experience of a crisis usually focuses on financial and legal mechanisms used in the framework of crisis management.

Meanwhile, the crisis - this is a review of the company's strength, including the strength of the principles: How the firm will behave in difficult times, whether it is able to motivate their employees can increase profits?

In the case of personnel, usually held a unique event - the layoffs to reduce personnel costs. While all recognize the value and importance of proper human resource and the significance of its contribution to the success of the organization. The first principles that should guide the company during a crisis - openness and honesty in relation to their employees. Honest, unvarnished, information about the current situation in the company and plans to exit from the crisis is distributed among staff can increase employee loyalty and boost productivity (Resnick et al., 2003).

Awareness of employees about the Affairs of the company and awareness of their role in it promote trust growth to the leadership and, therefore, greater support of anti-crisis measures. On the contrary, withholding information leads to rumors and destabilize work in a team (Ragulina and Kamaev, 2013; Malyshkov and Ragulina, 2014). The employees are required to provide information about what the situation is, what action is planned by management to exit from the crisis, what goals and tasks set before them. Transparency and clarity of management decisions is a great motivator.

I would like to draw attention to one of the myths about motivation that circulates in the business environment in recent years. It stems from the fact that the crisis is motivating in itself, because people are afraid of losing their place, and the market weight valuable employees. At the same time, every company seeks to retain its most valuable employees and "ballast." The question arises: Where in the market there are more valuable? Of course, was more summary, however valuable specialists find still difficult. It is important to note that fear is not motivating.

Practice shows that often when the organization is in serious financial instability, the issues of personnel management in the selection of the active anti-crisis mechanisms fade into the background. Particularly affected are issues of control system of personnel management.

5. DEVELOPMENT OF ANTI-CRISIS PROGRAM

For the success of the development of anti-crisis program of human resources management of enterprises in the initial stage is always required the objective diagnosis of critical phenomena.

For the convenience of the diagnostic assessment system is conventionally divided into strategic and operational levels.

At the strategic level, evaluates the activity of enterprise management in building strategies for the formation and use of labor potential, as well as compliance with the current situational context; the alignment of organizational structure with the goals and objectives of the enterprise, characteristics of the organizational culture, the level of competence of the strategic executives, the relationship of the administration with staff (conducted by interviewing key managers, and explore business plans and reports on results of activities, study documentation governing the labor administration) (Poghosyan, 2012; Filippova et al., 2016).

At the operational level evaluates the efficiency of human resources; the presence or absence of essential components of the system of personnel management, their adequacy to the goals of the enterprise, correctness of their execution. Here such components as compliance of personnel policy, personnel planning, selection and recruitment, adaptation, motivation, evaluation and training, job rotation, work organization, career planning and releasing workers.

In studying human processes in organizations in crisis, to date, decided to allocate such basic tasks as determining the development of a progressive system of personnel management; the identification of so-called "problem areas," i.e., phenomena that slow the successful development of the enterprise; assessment of the adaptive capacity of team and its readiness for change (Porokhovskiy, 2008). Additionally, to collect statistical quantitative data: Staff costs (total and its share of the workforce in the volume of production costs); statistical data on the characteristics of the total workforce in the enterprise; indicators of productivity, etc.

6. THE MANAGEMENT TEAM IN CRISIS

The activity and energy of the head during this period - the first and most important factor of crisis management personnel. Stand whether people close to their leaders whether the show of loyalty and dedication to the business whether they retain faith in the success depends on what style of management will be selected by the management team.

Excellent "work" these anti-crisis technology of self-organizing teams managers:

- The presence of a charismatic leader (crisis Manager) at the head of a combat team of the company. It may be the owner or CEO for hire. Prestige and influence, the powers of the leader are clearly defined anti-crisis policy of the company.
- Demonstration of leaders unwavering confidence in the stability of the company during the crisis. The desire and real actions to preserve the key areas of the business. Operational and strategic meetings, brainstorming sessions, collection of proposals "from below," from line staff.
- Reduction of social distance with the team. Speeches and press conferences of leaders in the team. An open conversation with people who call for unity.

The leaders should involve staff in the process of establishing crisis response. This will allow you to solve a number of problems: The employees will feel ownership and hence responsibility for what is happening in the company, will be more sympathetic to decision-making leadership, but also will feel the stability and confidence in the future. The company's management should give employees advance to deal with possible future layoffs because of pre-determined contingency plan can reduce productivity in several times.

A Russian production company Director-owner gathered his deputies and heads of departments and said, times are tough. It is possible that in the coming months everything will have to significantly reduce wages. I also save yourself income. Another way to keep the business cannot see. If dissatisfied, can look for a job. Thank you for your faithful service! Do I need to say here that everything is left in the company?

7. ANTI-CRISIS CORPORATE CULTURE OF THE COMPANY

The creation and maintenance of team morale is the second important factor of successful crisis management company. The power struggle behind the business, the optimism, the faith and the consolidation is 30% of success, if not more. In times of crisis it is possible to formulate and announce the new corporate slogans, reflecting the fighting spirit of the team. Each company has its own formulations increase the energy of the people.

When you log on to the company managers and senior employees should be tightened, showing the energy and desire to win. In the company's divisions activity should be agents of influence - opinion leaders, loyal to the leadership. We cannot allow fear, discouragement, and apathy. Not be amiss to remind about the "heroic past" if the company more than 10 years. It is recommended to rely on faithful and dedicated professionals, who showed their loyalty to the company during the 1998 crisis. Let them tell the young what feats of labor was made to the business to remain afloat. Example colleagues often inspiring.

Should not completely abandon the corporate events. The company's birthday, February 23, March 8, etc., Important holidays for employees. Just need to make them more economical. Great work, interesting ideas and low-cost corporate parties, proposed by the staff themselves. You can declare a contest for the best idea of the holiday with minimal financial costs and gifts to all participants.

8. WORK WITH STAFF IN A CRISIS

In an effort to preserve people, many Russian companies last year had cut personnel costs in the following areas:

- Downsizing (with the exception of the staffing of certain positions, vacancies);
- The refusal of recruitment of new staff;
- Reducing the cost of the compensation package (a reduction or a waiver of the payment office, mobile phone, reduction of

travel costs, waiving of office Lunches, corporate transport, executive, expensive cars, expensive corporate parties, etc.);

- Reduction of working time and, accordingly, staff salaries (reduction of the working day, working week, leave without pay).

If the possibility of reducing personnel costs has been exhausted, the company thinks about the reduction of staff. And here can help formula staff "20: 70: 10." This means that 20% of employees are key employees 70% - line personnel, and 10% employees who do not bring tangible benefits to the company.

You first need to retain key employees, it is the backbone, the Foundation of the business. These include:

- The top management;
- Heads of business units (line management);
- Professionals with unique competencies, which are hard to find on the market (marketers, production workers, etc.);
- Specialists in unique and important information of the company;
- Mentors, "media" corporate experience;
- Client site working with key clients;
- Creative, talented and gifted staff;
- Informal leaders who can maintain the team spirit and to calm people down.

Among the 70% of the employees necessary to conduct an unscheduled certification with the aim of assessing the success of each of them. By results of certification personally to make decisions about the preservation officer at the company, to transfer him to a lower position, reduction of wages or dismissal.

9. CONCLUSION

Thus, the human resource management system in a crisis should meet the main goal - increasing productivity while reducing costs. Achieving results - the company's exit from the crisis situation is possible under condition of preservation of the human potential by improving professionalism, high motivation of staff, reducing the cost of the so-called "ballast," optimization of the organizational structure of the company.

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