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УПРАВЛЕНИЕ ПЕРСОНАЛОМ ГОСУДАРСТВЕННЫХ ПРЕДПРИЯТИЙ В РОССИИ

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Аннотация. Управление персоналом государственных предприятий становится ключевым механизмом государственного управления. Цель данной статьи является анализ эффективности управления персоналом на государственных предприятиях в России. Задачей данного исследования является обозначение путей повышения эффективности управления персоналом государственных предприятий в РФ. На основе проведенного анализа сформулированы рекомендации для улучшения управления персоналом, в частности необходимо заменить политику и системы, регулирующие подбор и найм персонала, адаптацию, развитие карьеры и контроль производительности, развитие корпоративной культуры и обучения персонала на местах. Низкая эффективность управления человеческими ресурсами на предприятиях связано с государственной бюрократией и отношением к персоналу, строгой регламентации и низким уровне оплаты труда. Результаты: стратегия управления персоналом в общественных местах включает в себя ряд преимуществ, которые привлекают сотрудников, включающие стабильность дохода (фиксированная заработная плата, пенсия, компенсации), развитие чувства патриотизма – удовлетворение чувства признания при выполнении гражданского и общественного долга, чувство причастности к деятельности, влияющей на многие аспекты жизни людей в стране. Кроме того, государственный сектор внедряет новые стратегии управления персоналом, которые используются в частном секторе, где вознаграждение и повышенная мотивация являются одними из важных преимуществ наряду с государственными. Выводы: для того, чтобы компании государственного сектора привлекали высококвалифицированных сотрудников и выдерживали конкуренцию, необходимо упростить бюрократический процесс подачи заявок и отбора государственных служащих. Важно, чтобы процесс рассмотрения заявок был эффективным и своевременным, чтобы кандидаты не нанимались в другие организации, а привлекали лучших сотрудников как можно скорее. Работодатели государственного сектора должны работать со всеми заинтересованными сторонами и изучать рынок труда, анализировать профиль сотрудников и их потребности, приоритеты для повышения эффективности управления персоналом.

Ключевые слова: управление персоналом, государственный сектор, благополучие служащих, вознаграждение, мотивация, стабильность, преимущества работы в государственном секторе.

HUMAN RESOURCE MANAGEMENT OF GOVERNMENT ENTERPRISES IN RUSSIA

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Abstract. Personnel management in government agencies is becoming a key mechanism of public administration. This study is about the problem of bad management of workers in the public sector. The problem is because of the complicated rules and strict laws. The goal of this paper is to look at how workers are managed in state companies in Russia. The aim of the research is to find ways to make workers work better in state companies in the Russian Federation. After the analysis, some suggestions were made to make management better. For example, the rules and systems for hiring, training, and firing should be changed. Also, the culture of the company should be improved and workers should be trained on the job. Results

Thus, the strategy of personnel management in public places includes a number of advantages that attract employees: income stability (fixed salary, pension, compensation), development of a sense of patriotism – satisfaction of a sense of recognition in the performance of civic and public duty; a sense of involvement in activities that affect many aspects of people's lives in the country, in addition, the public sector is adopting new personnel management strategies that are used in the private sector, where rewards and increased motivation are one of the important advantages, along with government. Conclusions

Experts believe that in order for public sector companies to attract highly qualified employees and withstand competition, it is necessary to simplify the bureaucratic application process and the selection of civil servants [6].

It is important that the application review process is efficient and timely, so that candidates are not hired by other organizations, but attract the best employees as soon as possible.

Public sector employers should work with all stakeholders and study the labor market, analyze the profile of employees and their needs, priorities to improve the effectiveness of personnel management.

Key words: *Personnel management in the public sector, employee welfare, compensation, incentives, security, advantages of working in the public sector.*

Introduction.

Currently, human resource management is a priority task for government employees of enterprises. The understanding that always "remain human" stimulates the transformation of the management of personnel not only in the public sector, but also in other commercial enterprises. Owners and businessmen realize how important effective personnel management is for the business as a whole.

However, public administration faces difficulties in the modern political, intersectoral, legal and social context, since the attitude towards employees remained at the level of subordinate personnel, who were perceived as part of the work system, and not its main driving element. This creates problems for government training managers who aim to increase the productivity level of state-owned companies [1].

On the one hand, public administration must develop according to clear political principles and regulations in order to create an effective and efficient organizational structure. On the other hand, this structure should solve the tasks of the state and meet the needs and requirements of the population. Therefore, changes in the attitude towards personnel in government structures are aimed at compensating for the gap in the innovative approach to human resource management in commercial organizations [2].

When we talk about personnel management in the public sector, we include all employees of the civil service, not commercial organizations. Accordingly, the financing of government employees comes from the state budget.

These organizations can be different: from government companies and departments to agencies and authorities at the central and local levels. They usually deal with important areas such as health and education, which are also funded by the state.

Results.

Thus, the strategy of personnel management in public places includes a number of advantages that attract employees:

- Income stability (fixed salary, pension, compensation);

- Development of a sense of patriotism – satisfaction of a sense of recognition in the performance of civic and public duty; a sense of involvement in activities that affect many aspects of people's lives in the country;

In addition, the public sector is adopting new personnel management strategies that are used in the private sector, where rewards and increased motivation are one of the important advantages, along with government [2].

It is worth emphasizing, according to V.S. Shushakov, "the key role is played by employees of local authorities during the pandemic, employees of the public security service, medical workers and social service providers in supporting the collective well-being of the whole country" [3].

When choosing vacancies, more and more employees choose to work at state-owned enterprises for a number of reasons:

- Encouragement in the form of praise and recognition for the work;

- Complexity and multitasking;

- Providing employment at any time;

- Guarantee of compensation in accordance with the situation;

- Prospects for professional development and improvement of working conditions;

- Increase motivation and positive attitude to work through training and professional development of employees;

- Changing the attitude of managers towards employees: respect and recognition, increasing trust and caring for employees, increasing team cohesion [3].

Many would like to become employees of government agencies, not only to gain advantages, but also to feel important to the state and society as a whole. Thus, strategic personnel management is basically the process of the HR department and its role in achieving the goals of the organization, building the corporate culture of organizations and its mission and values.

In a comparative analysis of the literature, some trends have been identified to improve the efficiency of personnel management at state-owned enterprises:

1. Improve the personnel management system by making it more convenient and faster or by getting rid of inefficient bureaucratic elements;

2. To encourage employees in feedback, suggestions in identifying ineffective procedures and, if necessary, in correcting them. This will increase the degree of their involvement and involvement in the work process, increasing their importance;

3. Develop skills, talents, and personal qualities that correspond to the goals, objectives, and values of the organization, and therefore the goals of the country;

4. Improvement of the personnel selection and adaptation process, where the main task is to identify the skills of employees, or their availability, which are necessary for effective activities;

5. Involve employees and managers to participate in public events aimed at supporting the safety of themselves and others, providing first aid, strengthening health, developing communication skills and personal growth [4];

Discussion.

In personnel management, such areas can be distinguished as:

- planning, recruitment and selection of personnel;
- Performance monitoring;
- Training and development;
- Remuneration and compensation;
- regulation of labor relations [5].

At state-owned enterprises, personnel management faces a number of specific problems related to the motivation and compensation of civil servants, since the complexity, multitasking and volume of work performed are too high, and the allocated state budget for remuneration is limited. These issues affect the effectiveness of both individual employees and the entire organization.

Therefore, motivation and compensation are aimed at connecting people with the organization and stimulating their work. The main task is to find those qualified employees who are ready to work for the benefit of the state, the country and the needs of the population, to encourage their competence and dedication [6].

Thus, the HR department faces a difficult task, where the process of selecting and developing employees who seek to work in government structures should pay decent attention to employees and

ensure that remuneration policies and practices do not suppress motivation. And then, develop a plan to strengthen and increase motivation.

Special attention should be paid to monitoring the learning process aimed at developing diversity, which can improve work efficiency. For this purpose, corporate training programs, external trainings and advanced training courses are developed within the company or provided [5].

Personnel management in the civil service is a complex process, especially due to the multi-layered bureaucratic system and strict rules and regulations on the part of the state. Currently, personnel management in public institutions is undergoing significant transformations that meet not only the needs of the country, but also the global situation in the world [4].

These changes are caused by a number of factors, among which the following can be distinguished:

- In the field of public and municipal service, there is an increase in the level of complexity of managerial work: the HR department, direct supervisors, mentors;

- The values and needs of civil service employees are also changing in response to political and economic changes in the country and society. Along with the needs to serve the state and gain recognition, career development and their professional qualities are also a priority for employees;

- In addition, an increase in the number of employees of public administration requires a more rational and effective use of personnel in their work organization, not only in the field, but also in the long term in general;

- Finally, the goals of personnel management in public institutions are changing, where the main thing is to attract, apply and improve highly qualified specialists; - increasing the profitability of enterprises by increasing the effectiveness of staff work; - creating conditions for the continuous development of professional skills of employees [5].

Conclusions.

Experts believe that in order for public sector companies to attract highly qualified employees and withstand competition, it is necessary to simplify the bureaucratic application process and the selection of civil servants [6].

It is important that the application review process is efficient and timely, so that candidates are not hired by other organizations, but attract the best employees as soon as possible.

Public sector employers should work with all stakeholders and study the labor market, analyze the profile of employees and their needs, priorities to

improve the effectiveness of personnel management. [7].

Конфликт интересов

Не указан.

Conflict of Interest

None declared.

Рецензия

Все статьи проходят рецензирование в формате double-blind peer review (рецензенту неизвестны имя и должность автора, автору неизвестны имя и должность рецензента). Рецензия может быть предоставлена заинтересованным лицам по запросу.

Review

All articles are reviewed in the double-blind peer review format (the reviewer does not know the name and position of the author, the author does not know the name and position of the reviewer). The review can be provided to interested persons upon request.

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