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The system study of the functioning and motivation of staff for effective monitoring of quality activities for example autist – branch of OOO «Gazprom transgaz samara»

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Abstract

The article is devoted to the problem of formation of effective, competitive, highly professional, responsible and cohesive team, effectively solving the problems facing the enterprise. In the course of the work, the author conducted a qualitative and quantitative analysis of the UTTiST branch of «Gazprom transgaz Samara», as well as a single comprehensive sociological survey based on a survey conducted with the company's employees. The questionnaire included questions related to involvement in the labor process, the degree of awareness of events in the organization, employees' satisfaction with working conditions, potential staff turnover. To obtain a generalized assessment of the level of motivation of UTTiST «Gazprom transgaz Samara» used deductive and comparative methods, as well as methods of induction, analysis and synthesis. On the basis of the data obtained by the author formed the appropriate conclusions about the ineffectiveness of measures of motivation of staff due to the «aging» of personnel and, as a consequence, increase their turnover. Meanwhile, young professionals are not motivated to work in this company, because they are not satisfied with the level of wages. In the article the author offers the best recommendations for improving the work of the company's employees.

Key words: personnel, career, analysis, development, motivation, efficiency, salary.

The study made it possible to identify the phenomenon of motivation as an essential element in the work of a manager with subordinates, since the manager in selecting staff needs to understand what qualities, abilities, characteristics and needs the employee must have in order for his work to be as effective as possible.

The most important strategic resource of any company is an efficient and experienced manager, as well as a team of key specialists, the so-called management team. It is these people who will accompany the business, make decisions, on which its effectiveness will directly depend.

Company executives need to understand that employees need to be motivated to work for the organization's benefit [3]. A common opinion is that for an effective work of an employee there is a sufficiently good material reward. But practice shows that the view of money, as the most important factor in increasing productivity, is erroneous. Determination of the true motives forcing to work at the maximum of efforts is revealed through diagnostics by competent specialists [6]. The relevance of the topic lies in the fact that the problem of staff motivation is one of the central problems in personnel management. The reason for this or that personnel behavior is always directly dependent on their true motives for action. Without this knowledge, it is impossible to form effective systems of personnel form and management methods.

The main responsibility for the final result lies with the employees of the company. In order to increase their motivation and achieve maximum productivity, Gazprom Transgaz Samara uses an integrated approach - evaluates the competences of employees, creates conditions for social development, advanced training and encouraging the search for new ideas and projects.

During the work, the author used theoretical research methods: analysis and synthesis, inductive, deductive and comparative methods.

We will conduct a qualitative and quantitative analysis of UTTiST Gazprom transgaz Samara LLC for 2016 and 2017 (Fig. 1).

Fig. 1 Total number of workers

Based on the information presented in Figure 1, it can be seen that the total number of employees in 2017 compared to 2016 decreased by 17 people (from 1007 people to 990 people). The decrease in the list number of employees in 2017 compared to 2016 is due to the fact that in the current period 39 employees were dismissed on retirement pension, disability and early retirement pension. 10 employees were transferred to other branches. Since UTTiST is a motor transportation company, the number of women in the personnel structure is small. But over the study period there is a slight increase (by 6 people). The decrease in the number of managers in 2017 compared to 2016 is explained by the transfer of managers to other branches. The number of workers in 2017 compared to 2016 decreased by 18 people. They are dismissed on old-age, disability and early retirement pensions. We will analyze the composition of managers and specialists in education at UTTIST Gazprom transgaz Samara LLC for 2016 and 2017 (Fig. 2).

Fig. 2. The composition of managers and specialists in education

Based on the information presented in Figure 2, it can be seen that the composition of managers with higher education in 2017 increased compared to 2016 by 3% (from 91 to 94 people).

The increase in the number of managers with higher professional education in 2017 compared to 2016 is due to the fact that work with the reserve has moved to a higher level, specialists with higher education who are in the personnel reserve are transferred to the category of leadership. Accordingly, the composition of managers with secondary vocational education in 2017 decreased compared to 2016 by 3% (from 9 to 6 people).

The decrease in the number of managers with secondary vocational education in 2017 compared to 2016 is due to the fact that employees from among managers with secondary vocational education in 2017 graduated from higher education institution, 2 managers with secondary vocational education were dismissed.

The composition of specialists with higher education in 2017 increased compared to 2016 due to the transfer of specialists with higher education from the Company's branches and the admission of young specialists. The composition of specialists with secondary vocational education in 2017 decreased compared to 2016 by 8.1%. We will analyze the composition of the age category of employees of UTTiST Gazprom transgaz Samara LLC for 2016 and 2017 (Fig. 3, Fig. 4, Fig. 5).

Fig.3 Composition of managers and specialists in age

Based on the information presented in Figure 3, it can be seen that in 2016 and in 2017 in the first place (29% and 30%) among managers and specialists, employees in the age group are 50 years and older. In second place (28% and 26%) in the age category 40–50 years old, in the third place (26% and 24%) in the age category 30– 40 years. We will analyze the composition of workers by the age of UTTiST Gazprom transgaz Samara LLC for 2016 and 2017 (Fig.4).

Fig. 4. Composition of workers by age

Based on the information presented in Figure 4, it can be seen that in 2016 and in 2017 in the first place (44% and 43%) among workers, employees in the age category are 50 years and older. In second place (32% and 30%) in the age group of 40–50 years, in third place (16% and 17%) in the age category 30–40 years.

Fig.5 Average age of workers

Based on the information presented in Figure 5, it is clear that the average age of employees is 45 years, the overwhelming majority of employees are people of “pre-retirement” age. Over the course of time, it can be seen that over time, the indicators remain relatively constant, and in some cases an increase in the average age occurs. This suggests that the organization pays insufficient attention to the recruitment of young professionals and the rejuvenation of the team.

Fig. 6. Movement of personnel and staff turnover

Based on the information presented in Figure 6 it can be seen that the number adopted in 2017. compared to 2016 increased by 9 people. The number of those dismissed in 2017 compared to 2016 increased by 2 people. The increase in the number of laid-off workers in 2017 compared to 2016 is due to the fact that the number of temporary full-time employees was increased, in which employees were laid off in 2017.

The structure of staff by experience is:

- Up to 10 years - 168 people;
- 10 - 20 years old - 151 people;
- 20 and more - 691 people.

Based on the analysis of the obtained data, it can be concluded that the organization is experiencing “aging” of personnel. The staff turnover is observed for two reasons - the

retirement of employees and dissatisfaction with the wage system. The second reason is the reason for dismissing young specialists on their own.

One of the reasons for the employees of the branch to terminate their employment contracts at their own will (without good reason):

- Dissatisfaction with wages - 90.3%;
- Dissatisfaction with the prospect of career growth - 9.7%.

During the survey of dismissed young professionals, the following conclusions were made:

- the main indicator is greater dissatisfaction than employee satisfaction;
- the staff is not sure that they have a sense of belonging to the enterprise, 40% of respondents think that there is no sense of belonging;
- revealed a negative, moralizing attitude of management towards employees;
- staff is not satisfied with the organization of the workplace.

From the responses of the employees, it follows that most of the employees (79%) who took part in the survey will leave the company in the near future if promising work is offered elsewhere. Only 39% of employees do not plan to leave Gazprom Transgaz Samara UTTIST, the young employees with higher education expressed their dissatisfaction, and this is natural, because the company is carrying out "minor" career planning work.

In the course of the analysis revealed the presence of serious problems in the system of motivation of the organization. In order to correct the current situation, the following measures can be proposed for the effective work with the personnel of UTTiST Gazprom Transgaz Samara LLC:

- revise and improve the applied wage system;
- develop and approve a documented procedure for the prevention of conflict situations and the order of action, in case of their inevitable occurrence;
- develop an effective program to attract and retain young professionals;
- develop a program of social development;
- develop sets of social packages for employees of the organization.

The main motive for improving the results of labor, people consider the salary in UTTiST OOO Gazprom transgaz Samara, corrective measures should be associated with the improvement of the wage system:

- consider the possibility of increasing the level of the permanent part of wages (this will allow employees to feel confident in the future, having a stable job, and, consequently, will reduce the turnover of professional staff);
- development of an effective bonus system:
 - development of a KPI system for department managers, senior managers, and linking them to key sales figures, for example, a percentage of the cost of goods sold (for employees who can influence this indicator);
 - development of the bonus system used in case of over-fulfillment of the plan;
 - use of the system of payment of annual bonuses based on the results of work.

To implement the proposed measures it would be advisable to use a conservative-constant wage system [5]. The essence of the system is as follows:

- the constant part of the salary is developed (the constant part of the remuneration) on the basis of the determination of the internal value of posts and jobs;
- a variable part of monetary remuneration is being developed for the purpose of strengthening the incentive effect of wages on labor productivity.

As a result, according to the system, the employee's remuneration is divided into two main components - the constant and the variable: The constant part of the remuneration is a

permanent part of the remuneration and is paid to the employee for performing his duties as stipulated by the job description. The variable part of the remuneration is the employee's additional remuneration. It includes monthly, quarterly and annual premiums.

The orientation of workers towards the achievement of common goals within the organization is the main task of management [1]. Employee motivation is one of the central places in personnel management, since it is the direct cause of their behavior. The interests of management in the effective activity of employees are obvious, and it is also clear that the time and money invested in the formation of employee motivation to maximize efficient work will be paid off. The main strategic goal of the company is to increase the efficiency of the company's operations, as well as to improve the quality of customer service, which is achieved by providing proper attention to its employees.

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