

# Improvement of the Personnel Adaptation System of Russian Enterprises

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**Abstract** — The solution to the problem of the adaptation of new employees at the enterprise is associated with the need to increase the competence of personnel. Only by fully utilizing the workers' professional skills, the task of effective applying of the technological structure and creating high-tech production can be solved. The article deals with the problems of personnel adaptation in the modern Russian personnel management system at the enterprises. The work highlights the opportunity to reduce the time of adaptation of an employee at a new place and start their work with maximum efficiency. Methods and ways for staff adaptation in the Russian management system are proposed. The levels of adaptation of personnel at the enterprise, allowing solving the issues of making managerial decisions, are singled out. The essence of the adaptation phenomenon as a property of an organism, the process of adaptation to changing environmental conditions, the result of the interaction in the “person-environment” system, and the goal to which a person aspires are revealed. The article highlights the process of a person’s projecting of their motivational structure on the structure of factors related to professional activity. It is revealed that the higher the needs of a person, the higher the demands they make on the activity. Also, a worker with high needs can get more satisfaction from labor. The article takes into account changes in the requirements for professional skills. The necessary levels of personnel training for obtaining certain competencies and positions are determined.

**Keywords** — adaptation, personnel, enterprise, system, management

## I. INTRODUCTION

At the beginning of the XXI century Russian industry began a large-scale revival. And most leaders had a problem of personnel crisis. The main component of the personnel crisis was the shortage of both skilled and unskilled workers. Because of this, there are negative tendencies. There is an increase of turnover of staff, reduction in the socio-psychological climate and weakening of controllability. And until now, the main task

of Russian leaders is adaptation and retention of qualified personnel.

Starting production activities in the organization, a candidate only imagines what the organization values are in its employees and what it expects from them. Candidates preform certain expectations and ideas about their future work. In the event that they are found to be erroneous or unreasonable, the staff member will feel frustrated, dissatisfied and eventually he will quit the job. The feeling of uselessness and loss experienced by personnel in the first few weeks at a new job, as well as objective difficulties in the organization of their work can't be compensated by any financial conditions and benefits. In order to solve this problem, it is very important to use and develop such a mechanism as the adaptation of personnel to new employment relationships.

## II. NEED FOR PERSONNEL ADAPTATION

Personnel is the main labor resource with individual employees, purposefully acting to achieve the goals of the enterprise, as well as group and personal goals of employees. Staff recruitment is a very important component of management to ensure the efficiency of enterprises. Enterprises can function effectively with systematic selection of personnel using approaches and methods from the field of industrial and organizational psychology [1]. The staff carries out all the actions aimed at production, works and provision of services as part of their professional opportunities [2].

At the same time, for successful development of the enterprise, it is necessary to manage the selection of personnel and to ensure its adaptation, evaluation, remuneration and communication. Leaders should create conditions for their use in the form of a personnel adaptation system. So, the personnel management system includes methods, procedures, selection and adaptation program.

The personnel management system as a set of principles and management methods of workers and employees implements the following functions:

- 1) management decisions taking into account changes in the field of staffing, that is, changes in agreements, education, attitude of employees to their work and responding to them;
- 2) determining the competences for the staff before they have a position (support system of decision-making, eng. Decision. Support System, DSS) [3].

The achievement of organization's goals and the quality of products or services depend on efficiency of a personnel selection. But even the best selection system is not able to provide the proper result, if you do not pay enough attention to the adaptation of employees.

### III. SOLUTION METHODOLOGY

The problem of personnel adaptation in Russian companies is associated with the current Japanese strategy of labor resource management. Japanese firms were committed to a permanent contract of employment, which virtually excludes dismissal at will [4].

Managing the process of personnel adaptation is one of the problems of working with staff in attracting labor resources. In the general form, adaptation is the process of an employee adaptation to the conditions of the external and internal environment.

From the point of view of personnel management, adaptation has a double orientation. On the one hand, a newcomer gets acquainted with the team, new duties and working conditions, tries to understand and accepts them, and on the other – the organization changes and adapts to the peculiarities of the employee.

Adaptation is a necessary condition to reduce time for a new employee to get used to a new place and start working with maximum efficiency. The organization can solve many management problems and significantly increase productivity with the use of adaptation tools, as well as knowledge of the basic laws of personnel adaptation in new jobs. Management of the adaptation process is an active impact on the factors that determine its course, timing, reduction of adverse effects. Having studied domestic experience we notice that there is no special service for dealing with adaptation issues in the organization [5].

Individual staff from different departments: a mentor, direct leader and staff service specialists solve different problems. They increasingly face diverse socio-demographic characteristics of the needs and expectations of new employees [6, 7]. The mentor, direct leader and specialists use different approaches to manage the adaptation process.

Currently, mentoring is the most frequently used method of professional training at Russian enterprises. Mentoring is the appointment of an experienced employee with at least two years of experience in the organization to help a newcomer, who shares his professional experience, manages the adaptation process, supports a new employee during the probation period, answers his questions and gives pieces of advice.

The mentor accelerates the social and psychological adaptation of a newcomer, acquaints with other employees and helps to join the team. The purpose of mentoring is a diverse adaptation of a newcomer in the organization and the disclosure of its potential. Additional tasks are: encouragement and support of employees, development of communication skills and management of the mentor.

### IV. ISSUES OF ADAPTATION

Despite the presence of numerous definitions of the phenomenon of adaptation, objectively there are several main manifestations which suggest that adaptation is: first, the property of the organism; second, the process of adaptation to changing environmental conditions, the essence of which is to achieve a simultaneous equilibrium between the environment and the organism; third, the result of the interaction in the “human-environment” system; fourth, the goal to which the organism aspires.

Two general approaches to the consideration of the phenomenon of adaptation can be distinguished. On the one hand, adaptation is considered as a property of any living self-regulating system, ensuring its resistance to environmental conditions, which presupposes a certain level of development of adaptation abilities. In another approach, adaptation is seen as a dynamic formation, as a direct process of adaptation to environmental conditions.

In sociology and psychology, adaptation is usually understood as a certain interaction between an individual and the social environment. Professional adaptation involves the adaptation of a person to the requirements of the profession, and to a certain extent, the adaptation of the profession (tools, work equipment, working conditions) to the working conditions and features of a particular specialty, to the requirements and psycho-physiological capabilities of a person. It is also expressed in a fairly high level of mastery of professional skills and abilities, in the formation of professionally significant personal qualities and the development of a stable positive attitude towards the chosen profession. It is characterized by a high sense of responsibility, practicality, efficiency, speed of orientation in various production situations, skills of temporary self-control and the ability to distribute actions and movements over time.

Having appeared at the stage of becoming a professional in the process of labor itself, i.e. since the beginning of work, the employee falls into rather difficult conditions.

The problem of adaptation to modern conditions is one of the most important social problems. It is directly related to the issues of effective use of labor resources. The speed of inclusion in the work, professional mobility and the level of labor productivity in the future depend on how the process of “entering” the worker into working life proceeds.

Considering the problems of adaptation to professional activities, it is necessary to explore the possibilities of optimizing this process, which is one of the most relevant theoretical and practical issues. This is the identification of the factors by which the process of adaptation to professional activities can be accelerated and directed in a socially useful

direction. Such factors are understood as a set of conditions that determine the type and results of adaptation.

The factors affecting the success of the adaptation process include emotional stability or instability. At the same time, an active attitude to work and intellectual activity in communication are considered. A number of researchers note the importance of self-assessment and self-regulation for the effectiveness of adaptation in general.

In modern conditions, the level of professional training of a professional becomes an increasingly important factor of adaptation. The increasing pace of scientific and technical progress, the implementation of complex mechanization and automation, the creation of more and more sophisticated machines and equipment lead to the fact that unskilled labor is increasingly being replaced by skilled one. An unqualified worker needs some time to adapt to the new conditions of work and to become a highly qualified specialist.

The adaptation process involves physiological, endocrine and other body reactions, mental processes and personality characteristics, knowledge and skills. As a result, the body's resistance to various environmental factors is increased; the insufficiency of habitual behavior in new conditions is compensated; and the process of forming professional competence of a specialist is completed.

Ways of behavior and readiness for activity, allowing one to cope with difficulties and master new work activity, are also the factors of adaptation. Individual features of the adaptation process, the differences in depth, speed and strength are observed.

Among the factors affecting adaptation, a significant place is occupied by the state of psychological readiness for the upcoming activity. This is a holistic manifestation of the ideological, moral, motivational, professional, emotional, volitional, aesthetic, physiological aspects of a specialist. The formation of psychological readiness means the formation of a system of such motives, attitudes, mindsets, the accumulation of knowledge, skills, and abilities that, while being updated, provide the specialist with the opportunity to successfully adapt to the conditions of the activity and carry out their professional tasks.

Along with adaptation factors, there are barriers to professional adaptation. The analysis of the states of adapted and maladaptive mental activity is of particular interest. It is assumed that during mental stress, the adaptation barrier approaches an individually critical value. When a person is overstressed, borderline conditions appear, and when the reserve capacity of the organism is exhausted, disadaptation disorders appear, that is, psychogenic conflicts of the unadapted organism.

Disadaptation may also occur due to short-term and strong environmental effects on a person or under the influence of less intense, but prolonged effects. Disadaptation is manifested in various types of activities: in reducing the labor productivity and labor quality, violations of labor discipline, increasing accidents and injuries.

Not everyone is oriented towards the conformity of the process itself, the style of activity and one's own individual characteristics. Only when faced with specific requirements that the work activity applies to the mentality, a person begins to feel either the joy of working, or the feeling of "unbearability," monotony, constant fatigue. If the activity in its characteristics coincides with the motivational, emotional, cognitive and communicative characteristics of a person, then the process of labor activity brings pleasure or, at least, tires less and does not cause negative emotions.

Choosing a profession, a person projects their motivational structure onto the structure of factors related to their professional activity, through which they can satisfy their needs. The richer the person's needs are, the higher the demands they place on activities. But at the same time they can get more satisfaction from labor. Only a person with broad life interests and broad needs is capable of inspired and creative work and high social activity.

## V. RESULTS

In order to achieve the goal of personnel adaptation at enterprises, it is advisable to have an independent department for adaptation management. The adaptation department can function as an independent unit or be part of other functional units.

It is important to be sure, the adaptation department is an integral part of the overall enterprise management system. The process of personnel adaptation at the enterprise can be divided into the following stages:

- **introduction to the organization**, it is an assimilation of the accepted norms and rules and providing employees with information that they need and seek to have;

- **introduction to the unit**, it is an familiarization with an organizational structure, technology and procedures of interaction with the unit and related departments;

- **introduction to the position**, it is an familiarity with adopted standards in the organization, explanation of employee's duties, assessment of the level of his professional training.

The stages of personnel adaptation are schematic. Adaptation measures are developed in accordance with specifics of a particular enterprise. These stages require a well-thought-out adaptation management system.

Adaptation management is an active impact on factors that determine its course, timing, reduction of adverse effects. To adapt personnel, we use a specially developed program (general and specialized). The general adaptation program takes the whole organization and addresses the issues of a general idea, organization's wages, additional benefits, health and safety, selling service.

The specialized adaptation program includes familiarity with functions of the unit, duties and responsibilities, rules and staff of the unit.

The indicator of a successful process of personnel adaptation is the performance of work during a trial period. The

trial period and adaptation process coincide in time, but they differ in meaning. The trial period is necessary to assess abilities and skills of an employee at a new location and to determine the possibility of further cooperation between an organization and newcomer.

The process of personnel adaptation at an enterprise is associated with a decrease in staff turnover, which has negative effects on the work of the enterprise, and it does not reveal their potential. That is why it invariably leads to decrease in production indicators. At the same time, the main purpose of improving the system of personnel adaptation is to provide the enterprise with labor resources which meet its requirements, their professional and social adaptation, personnel development. The personnel adaptation department can attract high-quality personnel that meet certain requirements, as well as hiring and accounting of staff.

Enterprises attract candidates from the external labor market and within the firm. However, it is necessary to take into account the fact that it is not enough to find and attract talented and promising specialists, it is also necessary to help them to adapt to a new workplace, team, professional duties. The staff adaptation department is responsible for mentoring, training and development of a new staff.

The staff adaptation department should provide the following forms of training:

1) at a workplace, it includes coaching, discipleship (mentoring):

- instruction on labor protection, safety and fire safety is carried out by a senior engineer and mentor of department of labor protection and environment;

- apprenticeship (mentoring) is used in the production. The enterprise concludes student contracts with newly accepted staff for training, retraining and mastering the second (related) professions and additional agreements with mentors;

2) professional development includes improvement of professional knowledge, skills and ways of communication due to the growth of requirements for profession or promotion.

The specialist of the Department' personnel adaptation should:

- know an organizational structure, technical and technological features and needs of production, corporate requirements for work and ethics, psychological characteristics of a primary and secondary adaptation;

- master the basics of adaptation psychology in a team, the ability of suggestion and persuasion, the skills of recognizing hidden problems of adaptation and their causes;

- be able to identify and resolve conflict situations before having a deep crisis which can cause the dismissal of an employee, the fall of labor discipline, labor productivity; to detect internal reserves of rapid and unhindered adaptation of new employees in a team;

- periodically monitor the progress of adaptation processes in organizations, to carry out explanatory work, consultations,

lectures; to convey information about the need for adaptation measures to all employees of the organization.

## VI. DISCUSSION

The department of personnel adaptation should use standards which contain detailed rules of adaptation process with stages and description purposes of each of them. Personnel adaptation needs to occur at three levels: institutional (introduction to the organization); social-psychological (introduction to the unit) and professional (induction to the position).

1) Introduction to the organization. A newcomer gets acquainted with local regulations of the enterprise:

- the specialist of the department of personnel adaptation presents the newly adopted employee "Memo". It contains brief information about a company and division; description of detailed structure of the unit he will work; description of products; description of corporate standards; internal labor regulations (working day, lunch break, registration of sick leave, etc.); social programs; corporate events, as well as background information;

- the head of a workshop introduces rules of internal labor regulations, job description, collective agreement and other normative documents regulating its future activities;

- the head of security introduces rules of access and intra-mode;

- the senior engineer on labor protection carries out acquaintance and instructing of a worker with rules of labor protection and safety measures. Newcomers have a tour of the company's departments. The specialist of the Department of personnel adaptation conducts a tour of the main and auxiliary production workshops, explains their purpose and relationship between workshops.

2) Introduction to the unit. The head of workshops and master introduce a new employee to workers of the unit, explain specifics of the unit, show his future store for personal belongings. Each newly adopted employee has a mentor who knows all specifics of works and relationships in team, he is able to train and share his experience, knowing the process, the device equipment he also is able to properly perform working techniques. The mentor should be balanced in nature, sociable, with an active life position.

3) Introduction to the position. During this period, the head of department acquaints a new employee with the main duties and responsibilities, with detailed description of the current work and expected results also with the requirements for the quality of works. They set tasks for the trial period, which are agreed and controlled by the mentor. The head of departments evaluates newcomer's entry into the team of units, his communicative qualities, relationships with colleagues, as well as the readiness of a new employee to perform his duties, attitude to work.

## VII. MANAGEMENT REQUIREMENTS AND IMPLICATIONS

Department of staff adaptation should use daily informal conversations with new employees for the effectiveness of the

passage of the three levels of staff adaptation (organizational, socio-psychological and professional). It is important to clearly define its purpose, as employees may perceive it as an attempt to accuse him of professional incompetence, poor performance. It is necessary to indicate that specialists aim to obtain information to improve the efficiency of adaptation process. It will not affect the final decision on the passage of the trial period. A properly built system of staff adaptation reduces adaptation period, contributes to rapid achievement of high performance of new employees, helps to develop creative initiative in the team [8], fosters team spirit [9] and opens up new growth opportunities. At the same time, personnel management system realizes functions of making management decisions, taking into account changes in the labor force (changes in agreements, education, employees' attitude to their work). And they determine future training of candidate before taking up a position.

### VIII. CONCLUSION

Modern Russian enterprises have the poorly developed system of personnel adaptation. The leaders use only material stimulations of their employees, so they lose informal possibilities of adaptation of the employee [10]. In consequence, enterprises spend a lot of effort and money on attracting and training personnel [11, 12].

For the successful development of the enterprise it is necessary to manage not only the selection, but also personnel adaptation and evaluation, remuneration and communication. They should create, use and improve special methods, procedures, programs for the organization of these processes. The process of improving the system of personnel adaptation at the enterprise is associated with creation of new conditions for obtaining maximum benefit from employees in the short term. The main measures to improve the system of personnel adaptation should be: the use standards of personnel adaptation, which should contain detailed regulation of the adaptation process and detailed description of the purpose of them, training; holding concerts and evenings by young employees, competitions of professional skills, joint trips to nature. This includes holding meetings for production workers in order to inform the latest events of the enterprise, as well as conduct explanatory conversations about the need to transfer experience and skills of professional skills from the older generation to the younger one.

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