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СОДЕРЖАНИЕ

Лучин Д.А., Никоноров В.М.	Применение методов автоматизации дефектоскопии текстильных полотен на предприятиях легкой промышленности в рамках цифровизации производства	5
Luchin D.A., Nikonorov V.M.	Application of methods of automation of defectoscopy of textile fabrics at enterprises of light industry within the framework of digitalization of production	
<hr style="width: 10%; margin: 10px auto;"/>		
Киселева Е.В. Бурдукова О.И.	Правовые основы работы органов прокуратуры в области обеспечения национальной безопасности	16
Kiseleva E. V., Burdukova O.I.	Legal bases of activity of prosecutor's offices in the sphere of ensuring national security	
<hr style="width: 10%; margin: 10px auto;"/>		
Amosu A. J., Korsakova T. V.	Human resource management: from Taylorism to a flexible approach	23
Амосу А. Д., Корсакова Т. В.	Управление человеческими ресурсами: от тейлоризма к гибкому подходу	
<hr style="width: 10%; margin: 10px auto;"/>		
Beduev V. L, Korsakova T. V.	Development of personnel policy concepts on international markets	30
Бедуев В. Л., Корсакова Т. В.	Развитие концепций кадровой политики на международных рынках	
<hr style="width: 10%; margin: 10px auto;"/>		
Eromosele Peter Osayemore, Korsakova T. V.	Knowledge management strategy as a factor of increasing effectiveness and competitiveness of an organization	37
Эромоселе Питер Осайеморе, Корсакова Т. В.	Стратегия управления знаниями как фактор повышения эффективности и конкурентоспособности организации	

DEVELOPMENT OF PERSONNEL POLICY CONCEPTS ON INTERNATIONAL MARKETS

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The article highlights the priority areas of personnel policy of foreign enterprises, which are key positions in human resource management. Studying foreign experience makes it possible to clarify the point of view on the need for changes in this issue in the new economic conditions. The concepts of personnel policy in the USA, regions of East Asia and Western Europe are presented. The specific features of each of the concepts are identified, factors are identified that can serve as the cornerstone for the development progress of the organization's personnel policy in conjunction with changes in the international environment.

Keywords: HR policy; human resource management; international environment; flexible interaction.

Научная статья

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РАЗВИТИЕ КОНЦЕПЦИЙ КАДРОВОЙ ПОЛИТИКИ НА МЕЖДУНАРОДНЫХ РЫНКАХ

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В статье освещаются приоритетные направления кадровой политики зарубежных предприятий, которые являются ключевыми позициями в управлении человеческими ресурсами. Изучение зарубежного опыта позволяет уточнять точку зрения на необходимость изменений в этом вопросе в новых экономических условиях. Представлены концепции кадровой политики в США, регионах Восточной Азии и Западной Европы. Выявлены специфические особенности каждой из концепций, определены факторы, которые могут явиться основанием для развития кадровой политики организации в условиях изменений международной среды.

Ключевые слова: кадровая политика; управление человеческими ресурсами; международная среда; гибкое взаимодействие.

In a world of constant change, nothing remains the same. Everything changes: world markets, industries, and businesses; external and internal environments; companies and the people in them. Personnel policies of organizations are also receiving a powerful impetus for change. Each company develops its own personnel policy. This diversity is a resource for development, highlighting principles that contribute to the development of human resources. Studying the different models that have proven themselves in international markets seems very constructive.

The American personnel management system has always been and continues to be considered one of the most effective in the world. And this is no coincidence, because it was in the USA that management was founded, which began to play an important role not only as a special area of professional activity, but also an equally important area of scientific research. There the high mobility of personnel between the companies is very much appreciated. People get the new professional qualifications in the new company. In addition, the entire human resource management system is subordinated to the strategic goals of not only the company itself, but also affects its external environment.

The most typical management model in the United States pays great attention to detail. Managers in America begin the implementation of a complex project with a thorough analysis of the details and factors that can ensure the success of the enterprise. They also do not forget to assess the associated risks. The relationship between an ordinary employee and a manager, as a rule, is built on trust. Competition for performance indicators that is widely stimulated and encouraged within the team has a great influence on increasing labor productivity [1].

The main factors when selecting personnel are the level of education, taking into account the rating of the educational institution in which it was received; practical work experience; teamwork skills and psychological compatibility, the availability of special knowledge and professional skills in candidates for the position.

The example of the General Electric company shows that employee welcome information in official company documents about an annual assessment of their achievements, based on compliance with the company's stated values and goals [2]. Not only the achievement of indicators and the acquisition of new skills are encouraged, but also adherence to the company's values, which are long-term guidelines for its activities. Employees with potential for further career growth receive additional knowledge through future leadership programs, which include training in management, commerce, relevant special skills, values, and company culture. For these purposes, the first corporate university was organized at General Electric in 1956. In addition, the so-called rotation practice has been developed. Now promising employees are sent to crisis units so that they can take action to overcome the crisis and benefit the company as part of their internship. Moreover, the company carries out these events regularly with full awareness of the likely financial risks.

Leadership principles such as the prevalence of honesty and integrity over a university degree, talent management, and the introduction of advanced management and motivation methods sufficiently regulate employees' behavior. They also use the system of Rating: Every employee can get not only the assessment of the Company's Assessment Senter but to evaluate his own results himself using the goals and results comparison. These respectful and flexible management methods have led to very high competitiveness and worldwide fame.

Recently, it has been generally accepted in the United States that a rigid hierarchy in management is already an outdated design. Where it is used, there is no need to expect outstanding results, but rather to prepare for loss in an increasingly tough and unpredictable world. On the contrary, teamwork, flexible interaction, trust, and online work organization are what can and do bring the maximum effect. Accordingly, personnel management must correspond to the times, constantly change, search for and apply advanced methods as quickly as possible, generate new ideas [3].

The Japanese model of personnel management is not so much a set of effective management technologies as a unique philosophy and worldview that underlie the interaction between employers and employees. It is one of the most effective and innovative models in the world. The employee is at the center of the Japanese management model. It was the creation of high-quality labor resources and their optimal use that was one of the main factors that led to the fact that the relatively small island state was able to take a very worthy place in the world economy. The personnel policy is based on the following provisions:

1. Full involvement of personnel in the production process allows you to be proud of your work and the company.
2. The absence of large social differences and emotional closeness in the team.
3. Focus on preventing problematic and dangerous situations instead of emergency relief of problems that have already arisen.
4. Mutual trust as everyone understands that their well-being is inextricably linked with the well-being of the company.
5. Orientation of business towards the long term, even sometimes to the detriment of short-term goals and interests.

The main most valuable and effective feature of the personnel management system in Japanese companies is manifested in the "five great Japanese labor relations systems", each of which does not exist without the others, but is an integral component of a single system.

1. *Lifetime employment system.* In its modern form, it was formed after the Second World War. Its appearance was associated with a constant shortage of qualified workers, who, taking advantage of this situation, often changed their place of work to a higher paying one. This problem was solved by the above system, which did not formally assign workers to one place, but ensured their maximum interest in working in one company all their lives. Its main features are emphasis on long-term employment; decent social protection of personnel; emphasis on non-specialized careers; correspondence between the speed of career growth and the duration of work in the organization; loss of all benefits associated with seniority when moving to another company.

2. *On-the-job training system.* Japanese companies, as a rule, do not impose special requirements on candidates regarding their school or university education. More important for them is the outlook of the future employee and his ability to join the work team without conflict. The main training in the necessary skills is carried out in the company. University graduates move up the career ladder according to the same rules as workers without higher education, only faster [4].

3. *Personnel rotation system.* Its main idea is to move employees within the organization both vertically and horizontally every 2-3 years. This rotation is not voluntary. In addition, every year employees undergo certification, based on the results of which categories are determined.

4. *Reputation system.* Based on the results of his work, a Japanese worker gains a “reputation.” The more efficient, conscientious, and proactive he is, the higher his reputation. During personnel rotation, it is necessarily taken into account at the time of transition to another workplace and generally determines the future career.

5. *Remuneration system.* All of the above systems generally determine the features of remuneration:

- the amount of wages directly depends on the length of service and age of the employee. Every year in all Japanese companies it increases by 1% to 3%;
- pay depends on “life peaks,” which include getting an education, starting a family, having children, and purchasing housing;
- the amount of remuneration depends on the real labor contribution and the actual results of labor activity;
- a small difference in remuneration between senior managers and ordinary employees (as a rule, does not exceed 10 times).

Nevertheless, even such a stable system strives to introduce changes and directs efforts to increase labor mobility and the formation of a more flexible labor organization system, increasing the dependence of wages on the level of education and the employee’s ability to combine several professions [5].

The basis of the Western European management model:

- decision making is performed according to principles of science and rationality;
- application of managerial and technological experience, which includes knowledge, experience, and skills of both a technological and socio-humanitarian nature;
- creation of individual management models depending on real conditions instead of established strategies that have not changed over a long period;
- support for self-development of personnel at all levels and age group;
- emotional support for the employee’s proactive and fruitful activities.

Employees are recognized as the company's main resource, both to ensure that the team understands the main guidelines for development, and to increase the responsibility of employees, most European enterprises are developing a corporate culture.

Encouraged in the Western European model, a long period of work in one organization and equal business communication, which helps reduce the “status gap” between the levels of the management vertical, make corporate policy partly similar to the Japanese model. An important advantage of the corporate policy model of Western European countries is the availability of great opportunities for career growth of personnel; preference is given to their employees when occupying management positions. Events to improve the level of professionalism are carried out very often. The opportunity

to participate in receiving a share of the profit and favorable working conditions additionally motivate workers to increase labor productivity.

However, despite the fact that there are many methods and principles of personnel policy common to Western European countries, it is not homogeneous. This is due to the rather large difference in the mentality and traditions of the countries that are members of the European Union. Accordingly, it is impossible to talk about a single European model of personnel policy.

The most developed and well-known model of personnel policy in Europe is the German one. Its main features:

1. Work with personnel.
2. At the top management level, only general recommendations are given in the field of personnel management – the main work is carried out almost independently of the center by structural divisions.
3. Remuneration is based on performance results. There are, however, tariff rates that guarantee the employee a minimum payment, regardless of the results of the organization's activities. However, even tariff agreements establish additional payments based on performance, often linked to length of service in the company. In this case, a clear and transparent motivation system is used - the employee is rewarded when he completes the task accurately and on time, otherwise there is no additional payment. Recently, due to the accelerated introduction of innovative products of scientific and technological progress into production and the new risks for workers that have arisen in connection with this, a new type of tariff agreement has emerged that protects them. In the event of systematic failure to complete tasks, despite all the loyalty of management to the staff, unscrupulous employees quit without regret.
4. There are serious requirements for employee qualifications. When entering a job, he must already be well prepared for it down to the smallest detail and immediately be involved in the production process, which distinguishes the German system of working with personnel from the Japanese. However, remuneration depends not only on qualifications and results, but also on the complexity of the work, which requires additional physical, mental, and neuropsychological costs. Management values responsibility, pedantry, and self-discipline in employees.
5. Retraining of personnel is carried out at the enterprises themselves. Individual development of professional competencies and programs of are widely used.
6. Relationships in the team are formal. Production processes are carefully regulated, employees immediately understand how to act in various situations.
7. Policy for long-term employment of employees in the company.
8. Developed social protection for workers. They can count on an annual salary increase, various social benefits, compensation and bonuses, and companies can deviate from established standards only by improving them.
9. Supervisory and production councils. These are not trade union organizations, although they represent the interests of workers before the employer. These councils are self-governing structures, usually created in organizations with more than 500 people, that resolve issues of working hours and vacation schedules, forms of financial incentives, and the prevention of accidents and occupational diseases. In order to attract workers to the management of enterprises, to increase their activity and motivation to work, in Germany there are a number of special laws and regulations.

In Great Britain, there is more pronounced individualism and a cult of self-discipline, compared to Germany. Management is pragmatic and formal. There is quite a significant distance between white- and blue-collar workers. Management does not invest significant resources in training and retraining of personnel. Remuneration consists of two parts - a constant (small base salary) and an incentive variable, depending on the results of work and the profit received by the company. Profit-dependent remuneration, as a rule, is made either entirely in monetary terms or partially in shares of the enterprise.

In France, an important point in personnel management policy is the regular assessment of employees, based on an analysis of the quality of work performed, the quantity and quality of innovative proposals, and employee mobility. Individual payment depends significantly on this assessment. It is significantly indexed (a modern trend in almost all large corporations) depending on

the rising cost of living, which is even fixed in collective agreements with trade union organizations. This policy not only reduces the impact of inflationary processes, but also significantly increases the value of working in this organization for personnel.

In Sweden, the difference in the status of managers and ordinary workers is small. The focus on long-term cooperation has led to the fact that employees are well socially protected; everything possible is done to make employees interested in working in the organization. Typically, companies have a flexible organizational structure that allows them to easily implement innovative methods.

Unlike Sweden, in Italian companies, on the one hand, there is maximum control of employees by management bodies, authority, a clear hierarchy and bureaucracy. On the other hand, there is paternalism and the “company employees are one family” policy [6].

An interesting example of a good attitude towards employees is shown by Finland, where in a number of enterprises, while maintaining the current level of wages, the number of working days per week was reduced to 4. Moreover, as it turned out, due to more time for rest and a corresponding improvement in physical condition employees, they performed the same or even greater amount of work during the working week [7].

The Chinese experience has attracted a lot of attention from scientists. They explain it not only by favorable climatic and economic factors, but also by some distinctive features.

One of them which has had an extremely strong influence not only on the culture of the country in general, but also on the production sector in particular, is Confucianism. This is an ancient Chinese philosophical teaching, the basis of which is the unconditional value of the individual, the understanding that decency and self-education of people, and not strict control, underlie conscientious work and order. It was the morals and ethics of Confucianism that were embedded in the core values of Chinese companies. According to Chinese leaders, morality is the basic basis for the functioning of their companies, and the team and family are higher than the individual [8]. Not economic efficiency, but harmony, hard work, honesty, strong, trusting “family” relationships in the team and adherence to other traditional Chinese values are the main ones. Accordingly, the main task of a manager is not to make a profit (although that too), but to reveal the internal potential of his subordinates. The selection and assessment of personnel is based on the employee’s commitment to comply with ethical standards [9].

An equally significant basis for Chinese production is a planned economy, combined with market methods [10], which led to the identification of some areas of work with management personnel:

- open extension [11];
- exam (by the way, it was used to enter the bureaucracy during the Sui dynasty in the 6th century AD) [12];
- personnel certification [13];
- personnel rotation (for example, civil servants from central government bodies are sent to the provinces, and then, after gaining practical experience, they return back to the Center) [14];
- decentralization of hardware management (there is an increase in staffing at local levels with a simultaneous increase in the quality of democratic processes there when discussing decisions) [15];
- independence in resolving personnel issues (Decisions on hiring, the amount and types of remuneration are made by the manager independently. Accordingly, employees are completely subordinate and loyal to him).

At the same time, managers of Chinese enterprises give preference to interpersonal relationships, including when building a business career. Although recently, priority has been given to a thorough professional assessment of personnel, especially when hiring university graduates and senior managers. By the way, the recruitment of highly qualified foreign specialists continues with the aim of creating top-level teams (“airborne assault”). HR specialists pay special attention to regular professional training and advanced training of the company’s employees - such employees become its “highest value”, perform a function that is extremely important for the entire organization, and therefore they need to be treated accordingly [16].

Another interesting example of working with personnel in Chinese companies is the method of solving collective problems. They are carried out on a proactive basis without a strict distribution of

performers by roles and jobs. Here everyone has the opportunity to show their best side, showing their talents, abilities, knowledge, and experience. In addition, in the process of this activity, new teams are automatically formed, which have a beneficial effect on the entire company [17].

In a situation of constant changes in the external environment of organizations, it is very useful to study the experience of foreign companies and introduce proven models of corporate policy management into the internal environment.

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