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[Field Research]

A Development of Staff Mobility in the System of Strategic Human Resource Management

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Abstract

Purpose – This work aims to study the existing management process and methods of statistical evaluation of personnel mobility management, and propose improvement measures. This is particularly relevant in today's market economy because proper organization of personnel movement affects the availability and effective utilization of human resources in enterprises. Hence, it influences the volume, timely execution of work, equipment efficiency, and consequently the volume of production, its cost, profit, and other economic indicators.

Research design, data, and methodology – We investigate the indicators that measure staff mobility, and their dependent consequences. Further, it analyses the factors influencing high staff turnover, which is a main indicator of staff mobility.

Results – Measures for staff mobility development and prevention of turnover are proposed. Micom Systems is a sample case that has developed special programs to reduce staff turnover.

Conclusions – Staff mobility leads to additional costs, significant loss of working time, and increase in defects. However, the advantages of staff mobility outweigh these negative factors. The role of staff mobility in a market economy cannot be overestimated.

Keywords: Mobility, Staff Mobility, Management, Personnel, Turnover.

JEL Classifications: J60, J63, M12, M54.

1. Introduction

Employees, who are engaged in the enterprise, ensure the success of its work. It is therefore necessary to make the devel-

opment and analysis of employment conditions and the organization of labor, mechanization of labor productivity, the use of fund of working hours, salary level, distribution of workers by age, sex, level of education.

Giving to employees opportunities for career growth, change the scope of activities could help to realize the wishes of employees, improve interpersonal relationships in the team, which ultimately helps to reduce the number of dismissals and violations of labor discipline.

The role of labor mobility in the society has two main functions. The economic function is to facilitate the provision of labor economics and efficiency of production. The social function realized through the improvement of the social structure better meet the needs of employees in the workplace, creating the conditions for self-realization and development of the individual of employee.

The need for mobility exists in almost every organization and task of management is to combine the desire of employees with the interests of production as efficient as possible.

2. Literature Review

2.1. The concept of strategic human resource management.

The development of the concept of human resource management followed the path of overcoming the technocratic approach to staff as a machine, connect it motivational resources, socio-psychological factors of growth of labor productivity and production efficiency, greater account of the interests of the employee as a person. In the literature, one can find examples of the different interpretations of the concept of "human resource management". Some authors operate in determining the purpose and methods by which to achieve this goal, i.e., focus on the organizational side of the control. Others focus on determining the content, which reflects the functional aspect of management. A typical example of the first approach is the definition given by Galenko (1994): "Human Resource Management is a set of interrelated economic, organizational and socio-psychological methods to ensure the effectiveness of employment and the competitiveness of enterprises". Another approach suggested by

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Kibanov (2002) is reflected in the definition of Personnel Management, adopted at the German School of Management: "Personnel Management is a field of activity, the most important elements that are specific staffing requirements, recruitment of staff, the involvement in work release, development, supervision of staff, as well as the structuring of work, politics remuneration and social services, the policy of participation in the success of cost management to staff and management staff".

The objectives of personnel management defining in work of Golin (2000) are improving the competitiveness of companies in a market economy improving the efficiency of production and labor, in particular the achievement of maximum profit provision of high social efficiency of the collective.

Dubenko (2002) gives the content of human resources management as:

- the definition of staffing requirements taking into account the company's development strategy, the volume of products and services
- the formation of numerical and qualitative composition of the staff;
- personnel policy(the relationship with the external and internal labor market, the release, redistribution and re-training);
- system of general and professional training;
- adaptation of workers in the enterprise;
- remuneration and incentive system material and moral interest
- performance assessment and certification of personnel, its orientation to the promotion and advancement of employees as a result of labor and the value of the employee for the enterprise;
- system of personnel development (training and retraining, increase the flexibility of use in the workplace, ensuring professional qualification growth through planning professional career);
- interpersonal relationships between employees, management and public organizations;
- activities of multi functional HR as the body responsible for ensuring that the company workforce and reliable social protection of workers.

The basic methods of personnel management include administrative, economic and socio-psychological (Egorshin 2001).

Administrative management techniques based on the principles of unity of command, discipline and responsibility, take the form of organizational and administrative impacts. Organizational impact directed to the organization of the production process and management, including organizational regulation, institutional regulation and organizational and methodical instruction. Regulatory impact expressed in the form of orders, instructions or directions that are non-normative legal acts of nature. Regulatory impact more than organizational requires monitoring and verification of performance to be clearly organized. To this end, it establishes a common procedure for accounting, registration and enforcement of orders, directives and instructions.

Economic management methods ensure the progressive development of the organization. The most important economic

methods of management personnel are a feasibility plan, which synthesizes all the economic management practices. For example, a manager should take care of that profit growth ensured by reducing the cost of production. Therefore, it is necessary to apply a clear system of material incentives for finding reserves to reduce the cost of production itself and the real results in this direction. Thus, Egorshin (2001) concludes that the role of economic methods is to mobilize the workforce to achieve the results.

Socio-psychological methods of personnel management based on the use of social control mechanism(relations system in the collective social needs, etc.). The specificity of these methods is to use a large dose of informal factors interests of the individual, group, team in the management of personnel. Conventionally, they can be divided into psychological and sociological methods. Sociological methods allow setting an appointment and placing employees in a team, identifying leaders and providing them with support, motivating people to associate with the results of production, ensure effective communication and conflict resolution in the team. Psychological methods directed to a specific person worker or employee, and as a rule, strictly personalized and unique. Their main feature is the appeal to the inner world of employee, his personality, intelligence, imagery and behavior in order to direct the internal capacity of the person to solve specific problems of the organization.

Thus, we concluded that the personnel management is a system, systematically organized with the help of the impact of interrelated organizational, economic and social measures in the process of formation, distribution, redistribution of labor at the enterprise level, to create conditions for the use of labor qualities of the worker(working force)to ensure the effective functioning of the enterprise and all-round development of employed workers on it.

2.2. The essence and form of staff mobility.

The effectiveness of human resource management, the most complete realization of its goals, largely depend on the choice of options for building the personnel management system of the enterprise, the choice of the most appropriate technologies and methods of work with people, the implementation of which lies with the personnel department of the enterprise.

At the enterprise level, the greatest interest in the management of staff is professional mobility. Different forms of manifestation of mobility, and the challenge is to use the most rationally organized of them in relation to the specific conditions of production.

By definition of Zotkina (2001), mobility is the ability and willingness of an employee to professional and territorial movements. It is a change of profession often accompanied by a permutation(rotation) frames, reallocation of labor within the enterprise between different types of work and organizational units in accordance with the requirements of production. Occupational mobility is associated with the presence of additional workers profession, their degree of development, good basic theoretical training(as condition for the rapid development of

a new profession), motivation aimed at changing employment.

Staff mobility is the establishment of the number of employees with different professional qualification characteristics for the achievement of maximum correspondence between the structure of work, employment and personnel; ensuring an optimal degree of loading of employees in order to make full use of their labor potential; optimize the structure of workers with different functional content of labor. Shekshnya (2013) writes that staff mobility aims at the rational use of personnel, for the most effective realization of creative, qualified, physical and intellectual potential workers. The rational organization of labor supposes away to connect all the elements of the labor process into a single, coherent system, which will be used when the least amount of resources, i.e., labor, objects of labor and means of production. Combination of professions and functions contributes to the rational use of labor resources as well as the basic production assets. This is possible when the contractor not provided by a full load of the main job during the working day. The combination of professions (positions) allows you to perform during the working day, along with other basic work, additional work on other professions(positions) and allowed with the consent of the employee and should not lead to lower quality and reduce the volume of the basic work.

The most important criterion for the classification of labor mobility is its content, the essential features.

On the content of labor mobility, it divides into the following types: -Vocational qualification - Territorial -Sectorial (intersectional) -Intra organizational(in-plant).

Various types of labor mobility closely related to each other and practically do not occur in pure form.

Summarizing the domestic and foreign experience of rational use of the workforce in the enterprise, Maslov (2001)suggests the following classification of occupational mobility: 1. For reasons of career change: on a scheduled basis, on their own initiative. 2. In terms of organic (genetic) communication old and new professions: related; remote; very distant. 3. Organizational forms of manifestation: the filling of vacancies; promotion (career planning); labor organization (interchangeability). 4. Employment of workers involved in mobility: employed at the workplace; released. 5. The level of complexity of a new profession in comparison with the same: equal complexity; less complex; more complex. To ensure the planning principle in achieving workforce flexibility, workforce development, not only from the standpoint of the interests of the workers, but also the interests of production(rapid appreciation of the needs of the labor force, the formation of a skilled workforce, ensuring better use of time, etc.) should accordingly be made to build the training of workers and the second related professions, retraining.

The movement of labor influenced by certain factors(causes), which divides into four groups:

- Providing the urgency of changes in the mobility of the labor force (the current position, the possibilities of improving working conditions, life, investments made);
- Reflecting the desirability of mobility for a variety of socio-economic circumstances (the position of the employee at the new place, the possibility of promotion to a new lo-

cation, saving investments)

- To assess the ease of mobility through the system characteristics that may contribute to or hinder it(objective and subjective characteristics, the degree of change, the cost of moving)

-Reflecting the awareness of human about mobility options, which is extremely important in the formation and development of market relations(the availability of information about job vacancies, cost information, the accuracy of the information).

In addition, it is necessary to allocate a special economic impact on the social structure of subsystem labor mobility. No matter how self-sufficient person in making his decision about the change of residence, work, he should reckon with the surrounding economic reality. Therefore, real employment opportunities in a particular locality largely determined by the economic situation and investment climate in the city or area. These factors can be influenced by the federal government, local authorities (Mironov, 2011).

Availability of flexible labor in their use enables agile manufacturing, product updates until you change the industrial specialization. Since the success of the economic development of the enterprise in the conditions of the market economy largely depends on the mobility of production, Ford (1989) suggests that there is adequate to its mobile and flexible in its use of labor.

3. Methodology and Summary Statistics

3.1. Methods of calculating the staff mobility

The economic losses as sociated with the mobility of staff, are determined based on current data reporting and special surveys. They consist of loss of stability violation of the collective labor discipline, increased losses from defects, and the direct loss of working time. On a method of calculating their values will be discussed below.

Statistics describes the movement of personnel by relative and absolute measures of turnover and staff turnover. Absolute measures of movement of personnel turnover are receiving turnover and retirement turnover.

Receiving turnover is a number of persons enrolled in a job after graduation, in order to transfer from other organizations to distribute, in the direction of employment, at the invitation of the organization, as well as undergoing practical training. Number of people who have left the organization during this period, grouped because of dismissal, characterize retirement turnover. Depending on these reasons, it could be necessary or unnecessary. Last, otherwise is a staff turnover according to Whistlers(2002).

Required retirement turnover has objective reasons: legal requirements(such as military service), natural circumstances(health status, age), and therefore inevitable. It is possible to predict, and even predict accurately calculated(leaving the army or retired). The adverse effects of such turnover weakened by the fact that people often do not break ties with the organization and have it as far as possible help and assistance. Staff turn-

over as associated with subjective reasons (for voluntary resignation, dismissal for violation of labor discipline). Usually it is typical for young employees and after three years of operation, it significantly reduced. It's believed that the normal turnover rates of up to 5% per year.

It is advisable to additionally determine the following absolute indicators of staff: a) the number of shift workers, representing the lesser of the number of receiving and discharged b) the number of worked the entire period as the difference between payroll number at the beginning of the period and the number of retired during the period. This indicator shows the constancy of the team for a certain period.

In publication of Starobinskii (1995) the relative turnover of staff can be characterized by a number of indicators; - intensity turnover reception - number of the period - average number of employees during the period - turnover rate of disposal - the number of quitting for the period from all causes - the coefficient of constancy - number of employees in the list of organizations throughout the period - turnover ratio - excessive turnover. - coefficient of tightness - the number of persons with a certain experience of leaving the organization.

Based on the information obtained through questionnaires to workers, we can determine potential turnover rate as the ratio of the number of employees who want to leave to the number of respondents. The movement of personnel reflected in the balance sheet, which includes information about the number and structure of personnel. Balance is in the organizations for the monthly, quarterly and annual periods, including in certain specialties, professions category. They contain data on the number of employees at the beginning and end of the period, the number of received and disposed of during the period. In doing so, they made decoding of where people arrived (for educational institutions, other organizations in order to transfer, with the labor exchanges, etc.) and for what reasons they are gone (transfer to other organizations, the termination of the contract, leaving to study, to call military service, retirement and other reasons).

3.2. Turnover and its Reasons

A detailed study of employee turnover made by means of special surveys in two directions:

- 1) to create a common portrait of retiring (based on information on sex, age, marital status, number of children, general and vocational education, work experience, wage categories, disability, wages paid in the last few months);
- 2) to study the causes of care, who may be non-use of the specialty, job dissatisfaction, conditions and mode of work, wages, inability to learn, bad relations with the administration and with colleagues, birth, lack of child care places, long trips (Akimov, 2001).

In large organizations, data flow should be analyzed by occupation, departments, positions, reasons, age group retired. In-depth analysis can be carried out once a year, and a quantitative assessment by department- monthly. This allows you to specify the reasons why and provide timely actions to secure the frame.

As far as people often do not always know exactly the rea-

sons for leaving, confuse them with a reason or do not want to call for a thorough analysis of the flow is better to use special forms and questionnaires to analyze the motivation to work, out of which you can also learn a lot. Information received from them, the study complemented by the situation on the ground, were revealed most dissatisfied. In particular, we are talking about wages, its forms and systems, moral and psychological climate, working conditions, working environment, providing people with housing.

Factors causing the movement of personnel have different sources, the strength of their influence is different, changeable and often difficult to quantify.

Avdeev (2014) divides it into three groups: 1) factors arising within the enterprise (the value of wages paid, labor conditions, the level of automation of work, career prospects, etc.) 2) personal factors (age of employees, their level of education, work experience, etc.) 3) factors external to the company (the economic situation in the region, family circumstances, the emergence of new enterprises, etc.).

In turn, each of these groups can identify other factors than the strength and nature of their influence on the mobility of workers. Circumstances that contribute to employee turnover can be fully controlled (living and working conditions), partially controlled (collective satisfaction, relationships, forms of motivation) and unmanaged (climatic factors).

The latter circumstance is due to both the age factor, and the problems of adaptation. In addition, the important is that the applicant has the employee may have unreasonable expectations with respect to future work. This can be explained and low awareness of the candidate, and the fact that the employer, seeking profitable submit your company can inflate the positive aspects and underestimate the difficulties of working in the company. The occurrence of unreasonable expectations in hiring leads to an increase of work dissatisfaction and therefore to future layoffs in the future place. Therefore, it is advisable to implement in enterprises realistic programs dating candidates with their future work.

The basis of control of personnel movement is to establish regularities of turnover. Knowledge of these laws makes it possible to determine the most effective management actions.

The intensity of the turnover of the socio-demographic characteristics is so significant that it cannot be neglected. Knowledge of the laws of the influence of personal characteristics of the employee to his penchant for moving allows, first, to predict the number of redundancies and, secondly, to find ways to mitigate the negative impact of these factors. It is known, for example, the experience of determining the future level of staff turnover, depending on the residence time employees in the company.

4. Results and Discussion

4.1. Measures for prevention of turnover

It is possible to reduce significantly staff turnover. For this

purpose, there are various measures: technical (improvement of techniques and technologies that improve the working conditions); organizational (finding for each employee the most appropriate place, because, for example, the feeling of lack of demand and congestion fluidity increases); socio-psychological (extra benefits and guarantees, improving the indoor climate); cultural and community (improving health services).

For example, Serbinovsky (1999) describes the company Micom Systems, engaged in the production of equipment for data transmission that faced difficulties in retaining good employees. Leadership has developed a program of benefits and competitive wages. Some parts of the program: immediate medical insurance, dental and eyecare, gifts for Christmas, trips to the recreation center, aerobics classes, guitar and English to Vietnamese and Spanish workers.

The company has also implemented a number of measures for the organization of communication in the team. Two internal periodicals for employees also contribute to the unity of the people. Management reached his goal: turnover fell from 14 to 3%.

It is noted that the preliminary instruction reduces employee turnover, and a sense of lack of demand or increases leads to its congestion. Confidence that employee can influence the production processes reduces turnover. Employees in good faith and with a great inner desire to perform a particular job, if they will be fully responsible for it, will be able to see it. Satisfaction brings freedom to choose the pace and sequencing of the job, the possibility of making in the process of something new.

Process management turnover is crucial to collect and analyze information about them. Considered appropriate in the first place to gather information about the total number of separations retired women persons in the age groups under 18 years, 19-30 years, over 50 years workers with low and high skills with less than 3 and more than 10 years professional, higher and secondary special education. Research has shown that the desire to move from one organization to another is inversely proportional to age. Peak transition ends in 24-25 years. Change jobs more often low-skilled workers who have no prospects, family, earn less, living far away. It is significantly different intensity of turnover in groups of workers with different experience in the enterprise. After three years of work in the enterprise, there is a sharp decrease in the intensity of staff turnover.

4.2. Solutions for improvement of staff mobility.

The development of profession of employee and building his professional flexibility occur in different ways. Here are the main:

1. Fixing for employee one - three operations and more than a certain period, often very significant in terms of duration. In a deep operational division, a development by employee of adjacent or second work sometimes results in the development of just another specific operation. This way helps provide a full load of frames, their interchangeability, to reduce monotony and fatigue of labor, increase productivity.
2. Development of manifold works of varying complexity. Mastering

the work relating to the different specialties with in the profession, the employee takes possession of all the subtleties of his profession(working-wagon).

3. Development related professions, i.e. occupations directly related to the core. Often it is in the nature of development of the functions of auxiliary workers(working generalists).
4. Development other professions not having a close relationship with the main(or the same), in order to ensure interchangeability of permutations for vacant jobs.

Thus, the extension of profile, both with in their own profession, and in the combination of professions, the development by workers of other professions and even activities involves increasing the mobility of workers, allow the opportunity of the new arrangement in accordance with the requirements of production on account of the labor pool for scarce professions and specialties, increase motivation (Maslov, 2001).

We should not forget that mobility could be horizontal or vertical. The vertical mobility, in turn, can be the uplink and down link. In the case of vertical downward mobility is told about the loss of professional status, with upward - to raise the status, which is characterized by high adaptability of the individual and a fuller realization of his professional capabilities. Horizontal mobility reflects the movement of the individual without raising or lowering of its status (as in the case of shift work, but the preservation of the post).

Shifting work is quite a complex operation. The reaction of workers on the probability of a change of work is not based on a simple calculation of "cost - profit", but in hopes of promotion and personal well-being. The nature of the work, the level and type of training, social worker mobility actually determine its propensity to change jobs and the likelihood of success in this change. For this reason, in dealing with labor mobility the personnel policy of the enterprise, the situation of workers in the company, the level of quality of working life have a big role.

Actually, the company due to the desire for the highest productivity is interested in a stable team and takes the position of the subject taking vigorous measures to limit the number of layoffs because of economic reasons.

In the mobile teamwork, efficiency is lower than in the stable, due to the lack of established standards, the need for mutual demands, unpredictable reactions to managerial action. By Ladanov (1997), there is a direct link between employees in the organization and the results of their work, since there is a large time they know better the subtleties of work, and therefore show higher performance. In addition, as a rule, there is a decrease in labor productivity in the group of employees who are going to leave the company due to changes in their orientation. Labor productivity in the group of workers recently came to the company, is also lower than the average for the company, due to a temporary inability to adjust to a new work situation and in connection with the problems of social adaptation. High turnover of staff reduces the cost effectiveness of staff training, as in the case of dismissal the effect of training appears either outside the enterprise investing its money, or do not occur if the dismissal is connected with a change of profession.

That is mobility and dynamism are the most striking charac-

teristics of the adaptive abilities of the individual.

5. Conclusion

The problem of rational allocation of labor resources is currently one of the most relevant for the economy, since its solution determines the path of further development of the country, sets the pace and the limits of economic growth. In this regard, it is relevant to determine the effect of innovation on labor mobility of staff of enterprises, organizations, firms. Innovation can be seen as a process of knowledge creation, the pace and direction of formation which reflect the organizational setup of the company as well as its investment in research and development activities and training of employees.

At present, more and more sectors of the economy are open to attracting gaining momentum innovation. Moreover, this applies to both the production sector innovation and innovation in services. Consequently, the economic potential of dissemination of methods, competent in terms of the formation and development of partnership mechanisms and management personnel of the companies is growing. This potential is reflected in the company strategy and public policy, thereby helping to promote innovation and development of new knowledge.

The role of staff mobility in a market economy cannot be overestimated. On the one hand, it eliminates the quantitative and qualitative mismatch between labor demand and supply, thus providing enterprise employees the necessary qualifications. On the other hand, labor mobility as a strategy employed individual behavior leads to the advancement of the employee, because it opens up new possibilities, prospects for higher wages, better working conditions compared to the current place of work.

For the organization staff mobility makes it easier to get rid of outsiders, makes it possible to attract people with new views, rejuvenate the structure of employees, encourage change, increasing internal activity and flexibility, but gives rise to additional costs (related to recruitment and temporary replacement of personnel, training, breakdown in communication), large loss of working time, the decline of discipline, the growth of defects and underproduction. Increased turnover of staff, which would cause by any reasons, reduces staffing jobs performers, distracts highly skilled professionals who have to help beginners, impairs morale, reduces productivity of those who are going to leave that as a result this causes economic losses. All that described above, can be applied only to a situation of "hiring-dismissal". The intra-movement of workers -only positive phenomenon. Clear prospects of such movements, including promotions, increase the interest of workers strengthen their attachment to the company. If employees believe in the existence of the dependence of their promotion on the efficiency of labor, they are working with the best results. However, the complete replacement of receiving workers from outside by intra-movements can lead to stagnation, lack of fresh ideas.

You cannot consider the problems associated with a change in place of employment, only in a negative sense. Changing jobs can lead to increased labor efficiency because the new work is more consistent with the interests and abilities of the employee. In addition, the change of labor reduces its monotony, and changes in the composition of the workforce can improve the social and psychological climate.

Thus, the mobility of staff acts as a means of improving the organization of work, rational use of labor as an alternative to layoffs, while reducing the need for it as a tool targeted policies related to planning a business career, meet the needs of employees in more meaningful work, professional growth, increase earnings and for other purposes.

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