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Culture of Management of Industrial Enterprises of Tyumen Region (1964-1985 Biennium)

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Abstract

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The article analyzes the problems of using the principles of scientific organization of labor in industrial enterprises of the Tyumen region in the mid-1960s and early 1980s. Interest in the issue of cultural management and work organization in the Tyumen region enterprises emerged in the mid-1960s. and its decision, according to the party and government officials, was closely linked to the growth of industrial production efficiency. However, the excessive centralization of scientific organization of labor, staff shortages and a weak motivational factor constrained creative and scientific approaches to solving organizational and administrative tasks. The relevance of this article is not in doubt, since on the one hand it allows you to expand the understanding of the methods of work organization at the industrial enterprises of the Tyumen region during the process of modernization which began in the mid-1960s. However, an appeal to historical experience makes it possible to evaluate the effectiveness of existing methods of management culture at the moment.

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Keywords: Management culture, scientific organization of labor, self-photographing, working day photography, timekeeping, industrial efficiency.

1. Introduction

Interest for management culture issues and work organization in the Tyumen Region was closely associated with both the public policy of the USSR mid-1960., designed to modernize industrial production, and intensive development of oil and gas sector in the region. The effectiveness of the newly established and technically re-equipped enterprises, according to the reformers' design, was largely linked to the scientific organization of labor, concentrated in special laboratories and

departments. In the mid-1960s and early 1980s they covered the whole control system, from the machine to the production workshops.

2. Results and Discussion

Professional task of engineering and technical intelligentsia that was a part of these services was increasing their productivity due to the culture of its organization. In this regard, their work was focused on the design of specific measures aimed at the development and establishment of technically sound standards for various types of work based on the efficient use of the available technology. At the same time, optimal organization of jobs, the construction of progressive technological processes of labor and management, the use of advanced techniques and methods of work used by the innovators of production, improvement of regulation and remuneration were provided (Aleksandrov, 1976).

Special tasks included the development of the system of socialist competition obligations and counter-plans of the enterprises, involvement in the synthesis and dissemination of best practices, innovators' achievements, audit work. Also, high rates of development of industry in the Tyumen region demanded continuous improvement of the structure of associations, enterprises, units, and maintaining their interaction and coherent management system from the organizational and production services.

Thus, in the Tyumen Shipbuilding Plant was formed a number of services responsible for the culture of organizational and regulatory activities: labor and salary department; tariff and economic bureau, laboratory of scientific organization of labor, regulatory and research bureau, centralized standardization bureau, as well as Brigade Labor Organization Office. It was believed that such an extensive network will simultaneously solve issues of efficiency of labor and of the use of technological innovation.

The structure of regulatory services of the newly constructed oil-producing plants was changing, and they developed. So, in the middle of the 1960s., in field offices of the association "Glavtyumenneftegaz" for the organization of research special regulatory parties were established, which were later transformed into departments of scientific organization of labor and production management. In 1980-ies. these structures were included in a regulatory and research station, which coordinated the activities of all regulatory services, and conducted a comprehensive analysis of the state of the labor organization, technical regulation and wages at the enterprises of the oil industry in the region.

3. Problems of formation of legal engineering staff and production of oil services companies.

The more complex the production process and its specialization were becoming, the more manifest was the desire for centralization of organizational and regulatory activities, requirements for professional skills of specialists were increasing. In 1964 the competence of employees was reduced mainly to the valuation of labor operations and did not require deep technical and economic knowledge, but by 1970 their functionality took into account principles of the scientific organization, based on the interaction of engineering and technological structures with the use of technical innovations, integrated knowledge and research skills.

The main difficulty was in the staffing of these units. In 1964, the share of employees with higher education in the units was only 2%, and at the end of the 1970s. qualitative growth of the scientific labor organization departments reached 12%, it remained the smallest among the engineering services business of the Tyumen region. Thus, the number of engineers employed in design or project work was 55%, economists - 28 percent (The State Archive of Tyumen Region). (1) Higher Vocational Education was a prerogative of managers and leading specialists.

Distribution of engineering and technical intelligentsia that was a part of the scientific labor organization services was uneven and depended on the sectoral, regional specialization and the nature of industrial activity. Thus, in developing enterprises of the commodity sector planning of the scientific labor organization was in their design, where both requirements for recruitment were fixed. In this regard, the proportion of engineers in the enterprises of the northern districts of the region was higher. Experts with specialized education and prevailed among the "rank and file" employees. Besides, the level of wages was attractive, supplemented by regional coefficients and allowances.

For example, in 1966 among workers involved in the organization and regulation of labor trust "Tyumengeofizika" 40% had a university degree, whereas by 1970 at the engine plant, only 17% met the qualification requirements, and at the Machinery Construction Factory and Engineering Instruments Factory workplaces of engineers were occupied by workers with secondary special education and an average practice level. (Summarized report on the number and composition of specialists with higher education, 1963)

Low professional level of employees did not meet the range of tasks assigned to the scientific labor organization service. This situation hindered the creative, scientific approach to solving organizational and regulatory issues, flexibility and mobility services under central planning, and generally reduced the efficiency of the production process.

The average monthly salary of engineers at organizational and regulatory departments did not help to attract skilled workers. At the enterprises of Tyumen and the southern districts of the region during the study period wages averaged 120 rubles. That does not go beyond the average earnings of engineers and technical workers of the Tyumen enterprises. The engineers of the same services at the Shipyard and Machinery Construction plants had similar "revenues" At the same time, wages of employees of the oil-producing companies of similar profile, taking into account the northern allowances and the regional coefficient were not less than 360-400 rubles. per month (SATR). (The annual report on the state of the labor organization, technical regulation and salaries, 1963; Report on number and structure of specialists with higher education, received in educational institutions, 1963) That explains their higher qualifications.

4. Methods and forms of scientific organization of work at the industrial enterprises of the Tyumen region.

Professional activities of organizational and regulatory services were carried out on the basis of central planning, which contained common to all areas of business regulatory investigations. Scientific

labor organization engineers in turn developed their own systems of measures to improve the organization of labor and technical regulation.

However, the central plan could not take into account all the needs of the production, updating lagged. In turn, organizational and regulatory services were poorly interested in their implementation and approached details their contents rather formally. For example, the statements of the Machinery Construction plants contain only general formulation of tasks, excluding the description of specific activities. In addition, responsibility for their implementation was shifted to non-governmental organizations - the Bureau and craft scientific labor organization groups.

Apart from that, the forms and methods of work have not undergone fundamental changes during the studied period. The main methods of study of time expenditures in the middle of the 1960s., as two decades later, were * photo of the work day and timing of the operations *. In addition, we used self-photography *, a survey for the engineers and employees. For example, in 1965 the organizational and economic services of Shaim field geophysical office organized and held photo of the work day activity for the mechanical-repair section in order to identify the workload of the workers and implement piecework wage system. These materials were later used by the employees of regulatory and research section of Glavtyumenneftegaz in developing local standards for all types of repair and geophysical work and model personnel establishment of utility-auxiliary production of geophysical offices. These measures helped to unify the states of engineers and workers of all the union's offices, taking into account the working conditions in Western Siberia regions. (Annual report on the state of the labor organization, technical regulation and salaries, 1963)

In 1970-ies.the same working methods have been widely used in industrial structures, and the control unit enterprises. Thus, only in NGDU "Nizhneartovskneft" in 1971 were help 32 photos of the work day and 12 self-photography activities, and engineering and technical personnel management staff was involved (Analysis of conditions and work organization, technical regulation of NGDU "Nizhneartovskneftegas", 1971). The result of the measures was the combination of working professions by schedule compression, productivity rise. Self-photography gave the opportunity to rationally distribute the duties among the employees of the department, to avoid duplication of work.

Great attention was devoted by the department of scientific organization to introduction of new types of equipment, devices for mechanization of labor-intensive work. For example, the implementation of new rigs "Uralmash - 3000 EUK" in the early 1980s.in the management of drilling association "Nizhneartovskneftegas" entailed changes in the project of organization of working drilling crews. The revised project involved the use of auxiliary units of local design, rational schemes of accommodation units and the drilling equipment, the use of pneumatic engines, improvement of service of drilling equipment due to its rational placement. This has reduced the complexity of drilling operations, improved productivity on the average of a drilling crew by 2.1%, while the economic effect amounted to 2.9 thousand. rubles (Analysis of the labor organization, technical regulation and wages at the enterprises of oil industry, 1981).

Culture of work organization can significantly improve its productivity. At the beginning of the 1980s.in association "Glavtyumenneftegaz" engineers of and developed and implemented 313 scientific labor organization plans, which contained about 3.5 thousand activities. These measures have

contributed to widespread implementation of collective (brigade) forms of organization and material incentives of workers, a differentiated approach to the awarding of engineering and technical personnel, massive release of labor force, and the economic impact by the end of 1980 amounted to 3924.8 thousand rubles (Analysis of the labor organization, technical regulation and wages at the enterprises of the oil industry, 1981).

5. Conclusion

Thus, the dynamically developing enterprises of the Tyumen region until the mid-1980s demonstrated the need for departments of scientific organization and production management. Analysis of the effectiveness of the professional activity of engineers of the scientific labor organization and production management departments proves its progressive influence on the development of production and its modernization.

At the same time, the shortage of professionally trained specialists prevented the development of scientific labor organization services. Plans of activities, launched by the central agencies had no further development, became formal and did not give the desired effect. Functions of the departments were passed of public organizations - scientific labor organization counsels, creative crews and groups, where in the best case worked only enthusiasts. Thus, the interest to scientific labor organization matters was gradually decreasing, and productivity declined.

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