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**METHODOLOGY OF EVALUATION OF THE PERSONNEL
ADAPTATION EFFECTIVENESS IN COMPANIES**

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Abstract

This article discusses the methodology for assessing the effectiveness of adaptation in companies as the main stage that each employee goes through when he enters the organization. Many researchers studying personnel management pay great attention to evaluating employee performance, since the basic task of working with staff is to retain the employee in the enterprise in order to unlock his potential and make a company profit in the future. Of course, to achieve this goal, a new employee needs an adaptation period, during which he will be able to learn the main goals and objectives of the company. However, at the present stage of economic development, the leaders of many companies are not engaged in testing methods for evaluating personnel adaptation programs, since its quality is difficult to express in terms of quantitative indicators, for example, in terms of the financial component. Based on the foregoing, the main purpose of this work is to study the existing methodologies for assessing the effectiveness of personnel adaptation and the possibility of testing them in the Russian reality. The results obtained in the course of the study can be used by Russian companies to compile effective adaptation programs necessary for the employee's comfortable stay in the company and high-quality execution of the tasks assigned to him.

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1. Introduction

Adaptation of personnel in the company acts as a complex system, considering the concept from two sides: as a process and as a result. The process is reflected in the fact that the company, possessing certain tools, helps the employee to take office, as well as to get acquainted with the organizational culture of the company and the social climate.

The result implies gaining the benefits of this procedure - the development of an adaptation program as a management method, in the form of profit, which will be brought by an effectively functioning team of new specialists who have travelled the path of “adaptation” to the company (Fokin, 2018).

It is necessary to take into account that adaptation is the main stage of personnel management, on the efficiency and effectiveness of which depends on the further realization of the potential of the employee and the successful functioning of the enterprise as a whole (Makhmudova, 2017).

The application of this “strategy” in a company performs a number of tasks: to form an employee’s perception of the integrity of the organizational structure of the enterprise and relationships within the company, familiarizing the employee with the corporate culture, socio-psychological and economic conditions of the enterprise’s activities.

The adaptation process performs a number of tasks necessary for an economically stable operation of the company: reducing staff turnover, saving management and staff time and building employee loyalty to the company. The basic results of the effective passage of adaptation programs are: obtaining the necessary knowledge required for the successful implementation of the employee’s functional tasks, achieving high employee performance indicators, compliance of the employee’s behaviour with the company's corporate standards and the establishment of stable relationships in the team (Merkulina et al., 2013; Tang et al., 2014).

In this regard, in the modern developing world, the relevance of the issues of creating and applying effective adaptation programs and studying indicators for assessing the holding of these events increases every year.

2. Problem Statement

The main task in this study is to examine and study the effectiveness of existing methods of personnel adaptation in Russian companies. It should be noted that at the present stage of development of the Russian economy, these issues are poorly understood and many companies pay too little attention to adaptation. And now in Russia the basic method is mentoring, which has been a priority since the days of the Soviet Union. For this reason, many managers of Russian companies need to listen to the opinion of their foreign colleagues. You must use the methods of shadowing and secondment (secondary learning), e-learning (distance learning) and blended learning, which are essential for the UK.

3. Research Questions

The main issues that need to be studied in the framework of the proposed topic are the theories of Russian specialists on various methods for assessing the effectiveness of personnel adaptation processes in Russian companies. We will study several such theories.

Russian specialists are paying a lot of attention to assessing the effectiveness of adaptation processes in the company and its improvement. Studying this issue from the point of view of the economic effect, we give an example of studying this issue from the point of view of mathematics and present the study of A.V. Kirillov (Gureva, Kirillov, Vinichenko, Melnichuk, & Melnychuk, 2016). Improving the system of adaptation of personnel in its social organizations will lead to the fact that employees will shorten the period of workability. As a result, the loss of working time at the initial stage of work will decrease (Chinenov, 2012) A. V. Kirillov proposes to use for calculation the following formulas:

$$\text{Eur} = (\text{PA} * \text{Chad. P} * \text{Pv}) / 100 \quad (1),$$

where PA is the duration of adaptation; Chad. P. - the number of adaptable workers; Pv - a period of workability.

$$\text{dch} = \text{eur} / \text{d} \quad (2),$$

where dch - conditional release of the number of workers; eur. - saving time; d - the number of days of accounting for revenue in the adaptation period.

$$\text{dSz.p} = \text{Ssr.g.} * \text{dC} * \text{Cnach} \quad (3),$$

where dSz.p. - current annual economic effect of adaptation; Ssr.g. - the average annual salary of the adapted specialists; dC - conditional release of the number of employees; Cnach - the ratio of accruals on staff salaries, which is taken into account in the calculations.

The calculation of the economic efficiency of adaptation makes it possible to see how these investments will lead to the desired result. We would also like to mention the works considered wages as one of the factors of adaptation in the workforce. In this opinion, remuneration of labour is one of the ways of economic motivation and labour productivity. In the modern economy. Remuneration depends on the achievement of certain goals, and the main task of the head becomes monitoring the results of the employee's functioning, and then remuneration.

To assess the work of the personnel management, officer uses a variety of criteria based on which they form a net salary, as well as bonus payments.

The main indicators from this point of view are the criteria that reflect the skill level of workers, as well as labour productivity. In the aggregate, these indicators are an integral part for evaluating employee performance (Barck-Holst et al., 2015; Feldman & Rafaeli, 2002).

But we note that the efficiency of an employee's work is mainly determined not by the time spent on work, but by the level of profit, which depends on various indicators.

Therefore, in my opinion, this method, reflecting the resulting efficiency of an employee as a combination of all the above components in Russian reality, is not very effective and requires improvements.

4. Purpose of the Study

Personnel adaptation issues are an important element in working with a new employee in each company. As part of the study of the presented topic, we will consider the main approaches to the process of personnel adaptation, which may be suitable for evaluation at the current stage of development of the Russian economy.

The first approach is to evaluate through satisfaction. The main criteria are “job satisfaction” and “company satisfaction with the employee”.

As part of this process, a survey is conducted describing the difficulties during the work and professional interest of the employee (Sartan, Smirnov, Podvadilin, & Amshunas, 2003; Sears, 2003).

The result of this monitoring is three main indicators: “job satisfaction index”, “interest in work index” and “profession satisfaction index”.

To measure the quality of the employee's adaptation process, a questionnaire is used, which includes the production factors necessary for the work of the personnel department (functional duties of the employee, career growth opportunities, the level of pay and the degree of teamwork).

Evaluation takes place according to the formulated scale presented below:

(+1.00) - Fully satisfied;

(+0.50) - Satisfied;

(0,00) - No clear answer;

(-0.50) - Not satisfied;

(-1.0-) - Completely dissatisfied

Produced a total indicator of satisfaction - the satisfaction index (Iud):

$$Iud = \frac{1,00k1+0,50k2+(-0,50)k3+(-1,00)k4}{k1+k2+k3+k4} \quad (4),$$

where k1, k2, k3, k4 is the number of specialists interviewed.

The value of this criterion takes a value from +1.00 (fully satisfied) to -1.00 (not fully satisfied). The satisfaction index from +1.00 to +0.56 points indicates a high level of employee adaptation; from +0.54 to +0.18 - an average level; less than +0.17 - low. However, considering the degree of applicability of the first approach, we note the limitations in the calculations - this is the complexity of the analysis of the criterion.

It is necessary to understand that satisfaction acts as a subjective indicator, and the accuracy of the answers in this approach depends only on the interviewee.

Note that some Russian companies already use this methodology and use it most often in their work. According to researchers in the field of personnel management, there is an opinion that this approach has a major drawback.

Satisfaction criterion does not allow to determine the most significant factor for the employee, affecting the positive outcome of the adaptation.

The next approach is evaluation through the development of performance indicators. There are two groups of criteria, table 1 reflects the main ones.

Table 01. Criteria for performance indicators of the adaptive process

| № | Performance criterion | Description |
|---|-----------------------|--|
| 1 | Objective | Objective indicators of adaptation are divided according to belonging to one of its aspects: professional and socio-psychological |
| 2 | Subjective | Subjective indicators determine the employee’s own assessment of their perception of qualifications and profession, relationships with the team and management |

Note: Source: Rodionova (2010)

And the most optimal approach for assessing the adaptability of personnel in Russian companies is an integrated system for evaluating the effectiveness of adaptation programs. Within the framework of this method, various criteria of efficiency are formulated, but at the same time their influence on the processes occurring within the team and the organization as a whole is considered. Such a system provides an opportunity to understand the relationship between the results of the procedure of adaptation and the overall functioning of the entire company through an understanding of the common goal and objectives of the enterprise.

This technique is the most optimal for the management of the company, since due to such approaches, the relationship of work with personnel is evaluated, namely, the effectiveness of the adaptive processes, the level of profitability and the financial stability of the company. This technique is called complex assessment (Meskon et al., 2000).

However, at this point in time, Russian companies are paying insufficient attention to the need for a comprehensive analysis of adaptive processes.

The main method that is used in most enterprises is through satisfaction, the dominance of which leads to a decrease in the overall performance of the staff.

With proper implementation of the adaptation process, it is possible to achieve important goals for the organization, namely: reducing the cost of finding new employees, reducing the number of layoffs of employees undergoing a trial period, reducing the time spent by other employees on adapting new employees, improving the organizational climate, building employee loyalty and another (Mausov, 2004).

If, as a result of the adaptation process, a company quickly gets a motivated employee aimed at achieving the company's common goals, then the adaptation process in the company can be evaluated as a well-developed tool that is effectively used in the company as a whole (Simonova, Martynov, & Eremina, 1999).

Based on the above, it is necessary to consider another term, namely economic efficiency. This is getting high results with a minimum of costs.

When calculating the indicators of economic efficiency in the company mainly take into account the criteria reflecting the real costs of personnel adaptation: the organization's total personnel costs for the entire adaptation period, the proportion of costs for personnel adaptation in sales volume, the proportion of costs for personnel adaptation relative to all costs of the company, which is the cost of labour in the cost structure of the enterprise, the percentage of the cost of adaptation from the payroll, the percentage of the cost of funding social programs from payroll, the average salary the enterprise by the main categories of workers and others (Sartan et al., 2003). To achieve economic efficiency in the framework of adaptive processes, it is necessary to identify factors of personnel adaptation that may affect it: the content of work, functional features and working conditions.

To assess the last factor consider several indicators:

a) the proportion of jobs related to the block of favorable conditions (K_{rm}):

$$K_{rm} = M_b / M_o \quad (5),$$

where M_b - the number of places with favorable working conditions; M_o - the total number of jobs.

b) the proportion of indicators of working conditions (X), with deviations from the normative figures down:

$$X = \text{Motkl} / \text{Mo} \quad (6),$$

where Motkl - the number of places with working conditions deviating from the standard indicators in a smaller direction; Mo - the total number of jobs.

c) the proportion of employees working in conditions that are inappropriate to standard indicators, in adverse conditions, (Cgn) is determined by the formula:

$$\text{Cgn} = \text{Chrn} / \text{Cho} \quad (7),$$

where Chrn - the number of employees working in conditions that are inappropriate standards; Cho - the total number of workers.

Such deviations from the standard indicators lead to a reduction in the number of staff, namely, layoffs, which in turn affects the amount of losses in total working time.

To calculate this value (P) the formula is used:

$$P = H * \text{PD} * 0.50 \quad (8),$$

where H is the number of workers dismissed on their own due to unsatisfactory working conditions, and PD is the loss of working time per retired person; 0.50 - coefficient reflecting the uniformity of the activities carried out.

On the practical application of the above formulas, it was noted that the improvement of working conditions and the implementation of measures to ensure its safety help to achieve a reduction in occupational, occupational morbidity and injuries, increase the effective working time fund, thereby achieving economic benefits from the measures used.

5. Research Methods

In foreign companies, after testing the personnel adaptation system, it is required to analyse its effectiveness. The main assessment method is a qualitative analysis of staff adaptation. Table 02 presents the main criteria necessary for assessing the effectiveness of staff adaptation.

Table 02. Criteria for evaluating the effectiveness of staff adaptation

| № | Evaluation criterion |
|---|--|
| 1 | Costs incurred by the management on the adaptation of a new employee depending on the individual indicators of the scope of activities (training, training courses, literature) |
| 2 | The cost of labor hours of employees responsible for effective adaptation (manager from HR-department, responsible employee in the personnel department, a specialist who will be the newcomer's immediate mentor) |
| 3 | Costs of training mentors (measures to improve their professional level, development and creation of training programs) |
| 4 | The number of employees employed in the state and successfully completed a trial period |
| 5 | Percentage of employees who, after adaptation, have successfully worked in this enterprise for at least one year |

Note: Source: Becker (1996)

It should be borne in mind that in the assessment of the effectiveness of adaptation, both quantitative and qualitative indicators are applied. Qualitative indicators are necessary for the subjective

and objective assessment and structuring of the correct system of personnel adaptation. Table 03 presents the main quality indicators, they will be discussed in more detail below (Gureva et al., 2016).

Table 03. Qualitative indicators for evaluating the effectiveness of staff adaptation

| № | Quality indicators |
|----------|--|
| 1 | Assessment of satisfaction with the work process in the new place and the workplace itself |
| 2 | Knowledge of the values and orientations of the company, and the corporate culture of the organization |
| 3 | Level of satisfaction with the socio-psychological climate in the department |

Note: Source: Chinenov (2012)

In foreign countries, the method of modern analysis of the adaptation system is based on the fact that the selected assessment criteria are compared with the normative figures.

In addition to these methods, a qualitative assessment is sometimes applied, based on monitoring the effectiveness of the functions performed daily.

Another method of assessment is to consider the communicative abilities of the employee and his ability to function in a team.

We also note three more interdependent methods used in the framework of monitoring: economic, sociological and psychological. Table 4 presents the interpretation of the above methods.

Table 04. Economic, sociological and psychological methods for assessing staff adaptation

| № | Methods | Description |
|----------|----------------|---|
| 1 | Economic | The level of quality of the tasks and monitoring performance indicators of labor activity for a certain period |
| 2 | Sociological | Questioning, interviewing a new employee, observing his activities during the working day, personal conversations with a mentor |
| 3 | Psychological | Testing, practical training, assessment of the speed of perception of tasks and the speed of inclusion in the workflow |

Source: Meskon, Michael, & Hedouri (2000)

Of course, for greater efficiency, it is necessary to use all of the above methods, since only together these methods will reflect the real results of the adaptation.

According to the research of specialists in the field of personnel management (Astahova & Milovidov, 2008; Becker, 1996; Bostjancic & Slana, 2018; Taormina, 2009) it has been revealed that at the present stage of economic development, professional, psychophysiological and socio-psychological methods are becoming the basic methods, however, the use of only these methods does not show the real level of quality of the adaptation carried out.

Considering the methodology for evaluating the effectiveness of adaptive processes in companies, it is also necessary to reflect the main approaches to monitoring staff adaptability: assessment through satisfaction, evaluation through the development of performance indicators and an integrated system (Makhmudova, 2014; Meygan, 2002).

6. Findings

Recently, there is a trend: a clear approach to personnel management brings the company a profit. Having considered the methods for determining the economic efficiency used in Russian companies, we can draw the following conclusions: most of the methods show no changes in the country's economy. For this reason, it is necessary to determine the indicators of the effectiveness of adaptation in order to apply them in the daily work of the personnel department, as well as to improve the efficiency of the personnel service, it is necessary to improve the skills of employees as part of assessing the economic efficiency of adaptation processes.

7. Conclusion

Constant changes are characteristic of the modern economy, for this reason organizations undergo continuous processes of self-improvement. And the main success factor is maintaining a high level of competitiveness in the market. To achieve these goals, companies must quickly become accustomed to environmental adjustments, adapting to both external and internal market changes.

Recently, the main trend in the aspect of Russian personnel management has become the process of releasing the workforce and the consequence of this factor is its redistribution.

For this reason, the number of employees increases, the main task of which is the development of a new functional, a new profession, or a change in the team, which emphasizes the urgency of the problem of staff adaptation.

Adaptation is the main criterion of efficiency and affects the ability of the organization to operate at minimum cost, reaching maximum profit. The implementation of a management system for the adaptation of personnel in an organization is a rather complicated task.

Many functional tasks of the company depend on it: reduction of initial costs, underestimation of personnel turnover rates, more efficient and accelerated achievement of high labour rates by employees, which are required by modern Russian reality, and also helps the employee to become more smoothly in the workforce, in an informal structure, reduces degree of anxiety and uncertainty.

And it is an effective adaptation system that can solve the above problems. In this regard, the questions described in this article will be relevant for many years: the definition of the essence of adaptation, the study of indicators for assessing the work on adaptation, the development of adaptation programs and much more (Andronova et al., 2016).

Unfortunately, in most Russian companies, the assessment of adaptive processes comes down to the application of the basic method - evaluation through satisfaction, which, as a result of the study, was not the most effective, in turn, a comprehensive assessment of the effectiveness of adaptation programs is extremely rare. Such a modern system of personnel adaptation monitoring is characteristic of Western companies operating in Russia, since the main criteria for this system are clearly formulated and structured criteria, which in many Russian companies have not yet been formed and not studied. In turn, this leads to a decrease in the efficiency of employees' work and a reduction in the company's profits.

Summarizing all the above, it should be noted that specialists in the field of evaluation of the implementation of adaptation processes need to formulate an algorithm of actions to achieve highly effective results of the adaptation carried out: choose simple assessment methods, where the main criteria

can be available for each employee to understand, it is also necessary to spend time updating statistical data on the basis of which the calculations are made, paying attention to the constantly changing conditions of the internal and external environment.

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