



Application of talent management technology in work with personnel reserve of oil-and-gas company

Aplicación de la tecnología de gestión de talento en el trabajo con personal de reserva de la compañía de petróleo y gas

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ABSTRACT:

In the paper, the influence of the technology "talent management" on working efficiency with a personnel reserve in an oil-and-gas company was assessed by means of such indicators as the nature of influence of the personnel policy of the company on behaviour and effectiveness of the personnel reserve; the nature of influence of the managerial style of managers on revealing reservists' talents; methods of revealing the talents when estimating the employees in the course of formation of the personnel reserve; methods of development of talented employees of the personnel reserve. 110 employees included in the personnel reserve of the "Gazprom transgaz Surgut" company took part in the research undertaken in 2017. An empirical basis of the research was a survey, expert estimations of organization's reservists. During the research, the authors managed to establish that in the oil-and-gas company, there was no clear definition of the place and the role of the technology "talent management" in the system of the personnel reserve. In this connection, it was estimated either neutrally (58.3% of respondents) or negatively (12.3%). The managerial styles applied by the line management as a rule were of authoritarian nature, impeding the

RESUMEN:

En este documento, se evalúa la influencia de la tecnología "gestión de talento" en la eficiencia de trabajo con una reserva de personal en una compañía de petróleo y gas mediante indicadores tales como la naturaleza de la influencia de la política de personal de la compañía sobre el comportamiento y efectividad de la reserva de personal; la naturaleza de la influencia del estilo gerencial de los gerentes en la revelación de los talentos de los reservistas; los métodos para revelar los talentos al estimar a los empleados en el curso de la formación de la reserva de personal; Métodos de desarrollo de empleados talentosos de la reserva de personal. 110 empleados incluidos en la reserva de personal de la compañía "Gazprom transgaz Surgut" participaron en la investigación realizada en 2017. Una base empírica de la investigación fue una encuesta, estimaciones de expertos de los reservistas de la organización. Durante la investigación, los autores lograron establecer que en la empresa de petróleo y gas, no había una definición clara del lugar y el papel de la tecnología de "gestión del talento" en el sistema de la reserva de personal. En este sentido, se estimó neutral (58,3% de los encuestados) o negativamente

unlocking of creativity of employees, labour talents of workers (66,4% of respondents). For the most part, methods of revealing talents were of subjective nature, but development of reservists' talents was aimed mainly at acquisition of theoretical knowledge by them. The obtained research results were studied by HR managers and the line management of the company, which served as a basis for improvement of the personnel policy, optimisation of managerial styles, more flexible use of the technology "talent management". This experience will be useful when organising the work with the personnel reserve in order to enhance efficiency of the company work of both oil-and-gas and other sectors of the economy.

Keywords: personnel reserve, technology, talent management, effectiveness, competitiveness

(12,3%). Los estilos de gestión aplicados por la gestión de líneas como norma eran de naturaleza autoritaria, lo que impedía el desbloqueo de la creatividad de los empleados, los talentos laborales de los trabajadores (66,4% de los encuestados). En su mayor parte, los métodos para revelar talentos eran de naturaleza subjetiva, pero el desarrollo de los talentos de los reservistas estaba dirigido principalmente a la adquisición de conocimientos teóricos. Los resultados de la investigación obtenidos fueron estudiados por los gerentes de recursos humanos y la gestión de la línea de la empresa, que sirvió como base para el mejoramiento de la política de personal, la optimización de los estilos de gestión y el uso más flexible de la tecnología de "gestión del talento". Esta experiencia será útil para organizar el trabajo con la reserva de personal con el fin de mejorar la eficiencia del trabajo de la empresa, tanto del petróleo y gas como de otros sectores de la economía.

Palabras clave: reserva de personal, tecnología, gestión del talento, eficacia, competitividad.

1. Introduction

The modern world is the world of rapid changes, globalisation, and constant competitiveness. Striving to adapt to new circumstances of economy, organisations engaged in different spheres of activity take every possible measure to use maximally all available for them resources (Kalimullin, at al., 2016; Kabanova at al., 2016).

A process of management development occurs, which implies reproduction, consolidation, dissemination and practical application of such organization's qualities as continuous improvement, high adaptability to changes, innovativeness, as well as search, development and introduction of new promising ideas (Cheran at al., 2009). All this is certainly reflected in the work with the organization's personnel as a main executor of strategic goals and tasks of the company (Buley, at al., 2016).

The personnel of such company are people having new nonstandard ideas and approaches to their responsibilities, people who are able to destroy stereotypes. As of today, namely such employees create a competitive advantage of the organisation and become key catalysts of modern production and business. The problem consists in the fact that it is sometimes very difficult for the organisation to find such people. One of the variants of solution of such problem is creation of the personnel reserve in the organisation as a way to nurture own talented employees with a set of skills, abilities and knowledge that are necessary for the company. Different models of working with the personnel reserve are suggested (Antropov, et al., 2010).

A talented employee is an employee who is constantly showing high performance and demonstrating readiness for development and training, and, accordingly, potentially this is an employee of the personnel reserve. This is a high-performing, highly motivated employee having a high potential of development in the company (Bugakov, 2013).

As of today, the work with the personnel reserve in the majority of large organisations is frequently conducted formally. The lists are being made, development plans are being elaborated, but the result, namely the percent of appointment of managers from the number of the personnel reserve is insignificant. This means that a new, nonstandard element in the system of managing the personnel reserve, which would meet the contemporary needs of the business, rapidly developing world, is necessary. To date, such element can be a technology of talent management (Schweyer, 2004; Robertson, Abbey, 2004; Bednova, 2014; Chulanova, Mokryanskaya, 2017).

The talent management technology implies not formal creation of lists with names of potentially "star" employees, but active revealing and use of people with a high creative, labour potential.

Theoretically, while working with the personnel reserve when appointing and promoting the

personnel from the personnel reserve, the preference must be given to active, sociable and talented reservists. Such approach is reflected in the works of foreign and national scientists (Batteris, Reuters, 2005; Michaels et al., 2006; Efron, Orth, 2014; Vinichenko et al., 2017). But unfortunately, in practice, just the reverse happens. The employees whose achievements are not supported by objective factors are appointed to vacant positions (Kataeva et al., 2015; Mysnik, Marchelya, 2014; Demeneva, 2007; Chulanova, Korosteleva 2017), but they are able to ingratiate themselves with the management (Ficke et al., 2015). Sometimes, gender discrimination manifests itself when appointing people from the personnel reserve (Blossfeld, Huinink, 1991).

According to the research of the company "PwC", 75% of managers of the oil-and-gas branch stress that absence of skilled labour force can influence gravely the business growth. It is known that the Russian oil-and-gas branch forms a significant part of income of the state budget. Owing to that, training, estimation and development of highly professional specialists of the oil-and-gas branch become a key problem, the solution of which influences successful functioning of the branch as a whole. In this connection, the relevance of qualitative and timely revelation, development and use of talented employees, possessing innovative thinking in oil-and-gas companies, increases.

The work with the personnel reserve contributes to filling the needs of the organisation for promising employees. However, for that, it is necessary to create favourable conditions for estimation, formation and development of reservists of the organisation or employees, including students planned for taking on the personnel reserve; to develop corporate culture (Plink, Guschina, 2014; Rogach, et al., 2016; Vinichenko et al., 2016).

In this regard, significant assistance can be rendered by modern technologies of working with the personnel. They are to include a technology "talent management". Talent management is always a complex and constantly developing system (Sears, 2003; Smilansky, 2005; Schweyer, 2004). In such system, it is important to find unique instruments for selective influence on every employee, thus identifying one's talents at all stages of work with the personnel (Chulanova, Mokryansksya, 2017).

The purpose of the research is to reveal the nature of influence of the talent management technology on the efficiency of working with the personnel reserve of the oil-and-gas company.

2. Methods

To achieve the purpose, the methodology was formed, the basis of which consisted of such research methods as survey, expert estimation, logic and comparative analysis, as well as the methods of observation, secondary analysis of data of sociological studies and interviewing.

The research was conducted in the course of 2017. An experimental base of the research became one of the city-forming enterprises of Western Siberia of Russia, LLC "Gazprom transgaz Surgut". The volume of sampling made 110 people; it represented employees of LLC "Gazprom transgaz Surgut" at the age of 18 and older. The sampling was formed based on quota selection of respondents. For the presented sampling, the maximum error size had to be not more than 4.5% with a confidence probability of 95%.

The following indicators were determined as main ones in assessing the effectiveness of application of the technology "Talent management" when working with the personnel reserve: nature of influence of the personnel policy of the company on behaviour and effectiveness of the personnel reserve; nature of influence of the managerial style of managers on revealing reservists' talents; methods of revealing talents when assessing employees in the course of formation of the personnel reserve; methods of development of talented employees of the personnel reserve. Questionnaires were distributed among respondents in the printed form. The survey was conducted anonymously.

An idea of expediency of introduction of the talent management technology into practice of working with the personnel reserve of the organisation was suggested as a hypothesis.

3. Results

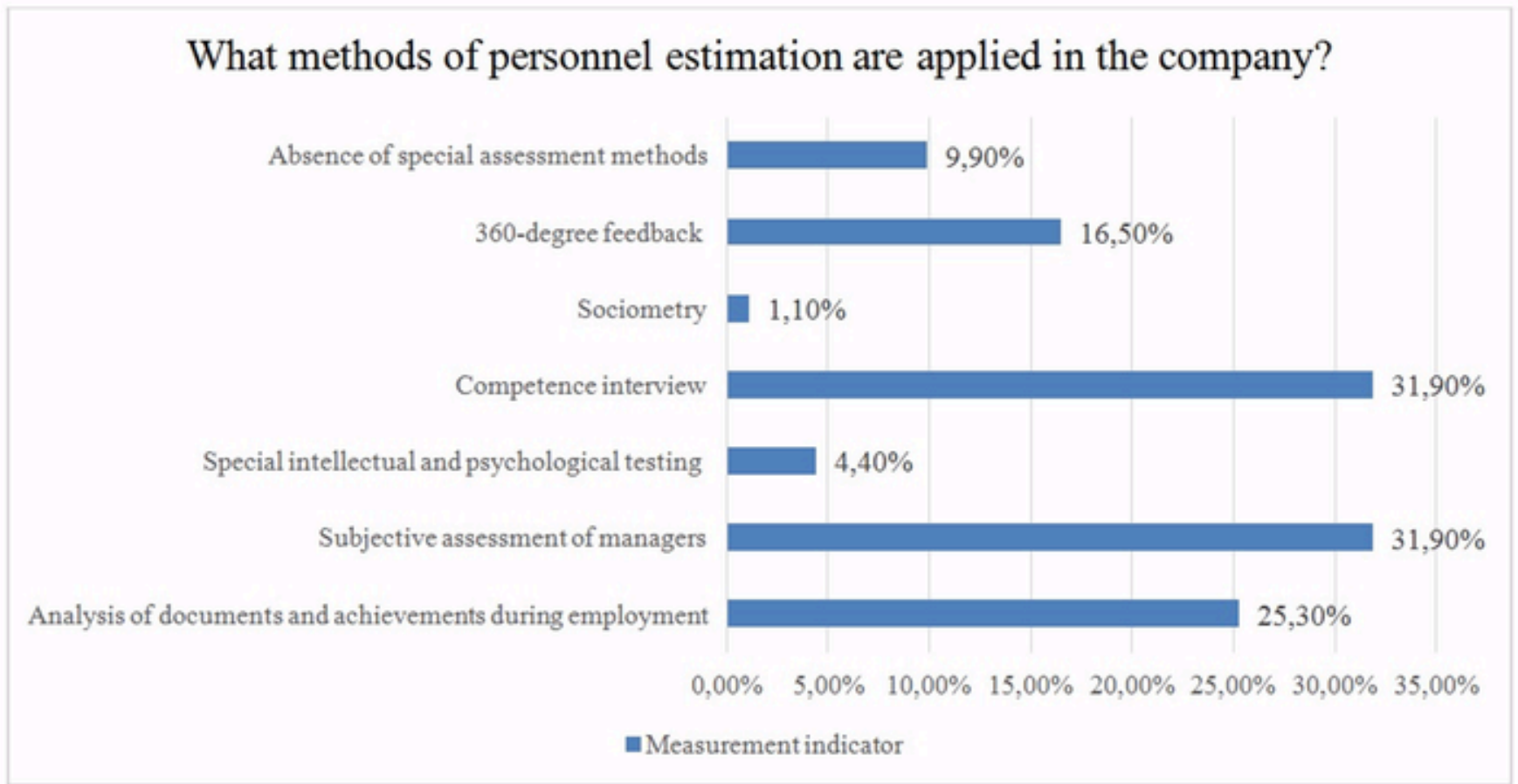
Interesting data were obtained during generalization of the answers to the question about the nature of influence of the personnel policy of the company on labour effectiveness of the personnel reserve. On this matter, 58.3% of respondents expressed themselves neutrally, and 12.3% - negatively. Such personnel policy suited only 24.2% of reservists (5.2% found it difficult to answer).

The nature of influence of a managerial style on talent revelation in reservists of the organisation is peculiar. The majority of respondents believed that the company's managerial style did not facilitate revelation of labour talents of an employee (66.4%). Only 25.4% of respondents noted that managerial activity of the management helped employees to reveal their talents, and 8.2% of respondents found it difficult to answer this question.

The data, obtained when respondents were answering the first two questions, logically result in the question of what methods of revealing the talents are used in the organisation in the course of estimation of employees when forming the personnel reserve (Figure 1).

Figure 1

Results of the survey: "What methods of revealing talents are used during estimation of employees when forming the personnel reserve?"

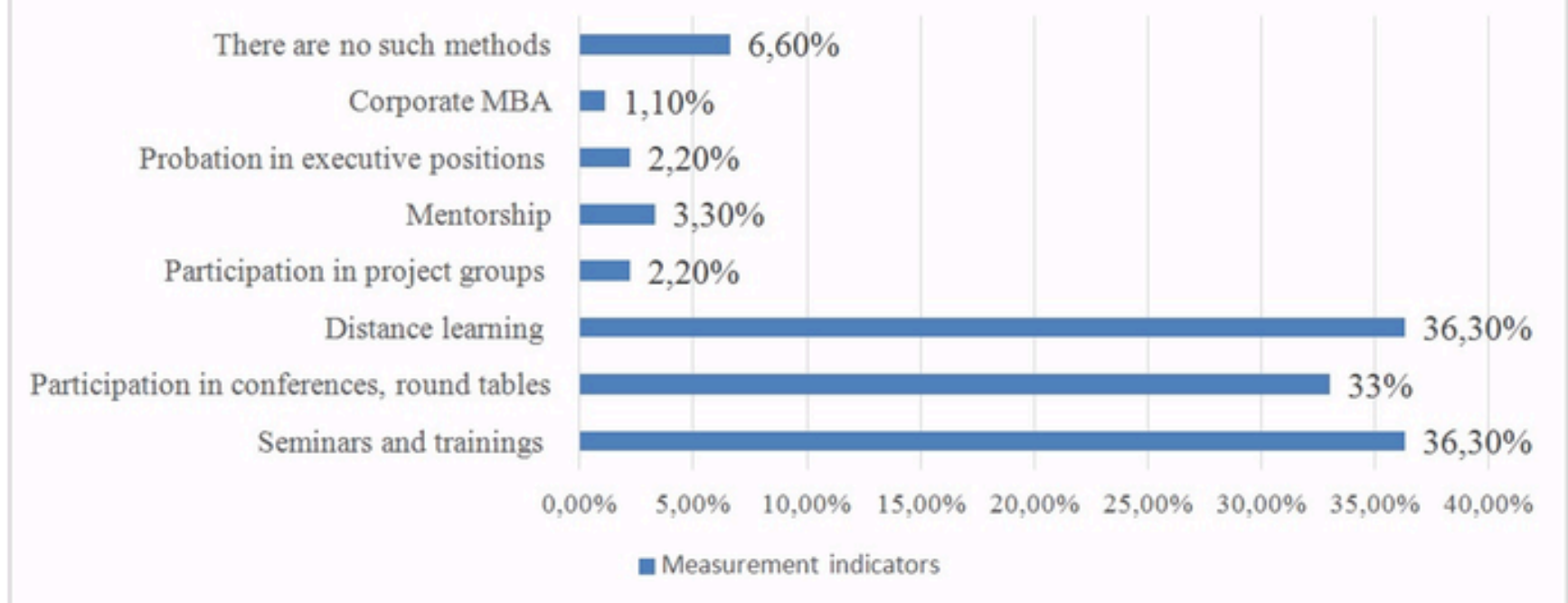


The majority of the respondents noted the following methods of revealing talents when estimating the personnel: subjective estimation of managers (31.9%), competence interview (31.9%), analysis of achievements and documents during employment (25.3%). Such methods as special testing, sociometry are practically not used in the work with the personnel.

Figure 2

Results of the survey "What methods of development of talented employees of personnel reserve are applied in your company?"

What methods of employees' development are applied in your organisation?



Turning to the question about methods of development of talented employees of the personnel reserve (Figure 2), it is possible to identify such methods as seminars and trainings (36.3%), distance learning (36.3%), as well as participation in external conferences, round tables (33%).

4. Discussion

In the course of the research, the authors managed to establish that formation and development of the personnel reserve were within eyeshot of the line management and HR managers of the company "Gazprom transgaz Surgut". Its conceptual provisions are reflected in the personnel policy of the company. The research results are evidence of the fact that this personnel policy has not become a basis for effective development of the personnel reserve. The majority treat it neutrally (58.3%) or negatively (12.3%). Such personnel policy is suitable for only 24.2% of reservists (5.2% found it difficult to answer). This shows some imperfections in the base questions of formation, development and use of the personnel reserve of this company, application of the talent management technology. At that, the organisation does not need complete reconsideration of the personnel management system; however, revision of separate functions is required. This will enhance personnel labour effectiveness, as well as their involvement in labour activity.

Considering the personnel policy of the organisation, it is expedient to estimate managerial styles in the organisation. Today practically in any organization, the management system determines the nature of formation and development of the organization (Sevastiynova, Kislovez, 2016). A managerial style influences substantially all aspects of organisation activity, including on working efficiency with the personnel reserve, revealing talented employees. In the first place, this concerns managerial styles of the line management of the company. To manage skillfully means to achieve set goals and tasks by means of positive influence on people. In the company "Gazprom transgaz Surgut", still nobody is attaching vital importance to development and application of the most promising, flexible managerial styles that are concentrated on people. The results of the conducted research justify that. More than half of the reservists (66.4%) think that managerial styles of the line managers of the company not only fail to reveal employees' talents, but also hamper it. Such state of affairs leads to a gradual decrease of personnel loyalty, labour effectiveness and competitiveness of the organisation. This is confirmed by the studies of American scientist Rensis Likert, who over a long period of time had been studying organizations with both high and low labour productivity, ascribing it to the managerial style of line managers (Satton, 2013).

On the whole, the work of HR managers and line managers on revealing talents is similar to

and concentrated on application of mainly such methods as subjective estimation of managers (31,9%), competence interview (31,9%), analysis of documents and achievements during employment (25,3%). All of them are of subjective nature, which questions the quality of the conducted work on revealing talents. A question about the evaluators' competence arises. They do not have special education in this sphere; therefore, it is problematic to estimate their knowledge and abilities, competences in revealing talents. It is also difficult to rely on the credibility of estimation of talents of applicants for the personnel reserve. After all, such methods of estimation as special intellectual and psychological testing, sociometry, an assessment centre were not widely applied in the company. In this regard, 360-degree feedback seems useful (Effron, Orth, 2014). Personnel estimation must provide the company with necessary information for more effective work with the personnel reserve and channel investments of the company into promising employees. The power of talent estimation is in its consistency and disciplined execution.

Analysis of data on application of methods of development of reservists' talents showed that the leading positions belonged to seminars and training (36.3%), distance learning and participation in conferences (36.3%), round tables (33%). On the one hand, this is a good indicator taking into account the fact that modern approaches to the use of IT technologies are actively used. On the other hand, opportunities for reservists to approve themselves, bring their managerial talent to light when serving internship in executive positions (2.2%), in corporate MBA (1.1%), in the work in a team when participating in project groups (2.2%) are limited. It should be noted that the majority of applied methods of development in the organisation are aimed mainly at acquisition of theoretical knowledge and, partly, skills. Such approach does not correspond to expectations of the top management in terms of competitive recovery. Therefore, such methods as probations in executive positions, participation in project groups, as well as the mentorship method, newly gaining its popularity, can serve as promising methods of talent development.

Likewise, the fact that a number of respondents (6.6%) deny at all application of methods of talent development in the organisation as such is disturbing. This state of affairs points to certain imperfections of, first of all, the personnel management department. Namely experts in the field of personnel management must personally apply and popularize modern technologies of revealing and development of talents among line managers. Selection of methods must be individualized proceeding from a specific manager, reservist and existing state of things. This is connected with not only personality traits of employees, but also mentality peculiarities, importance of the works executed, etc.

5. Conclusion

Competitiveness of any organisation is determined by the presence of creative, active, constantly developing employees in it. To a certain extent, formation and development of a personnel reserve remove the acuteness of the problem of involving ambitious, best trained employees, having large labour potential, in the base processes of creation of goods and (or) services by the company. At that, the talent management technology enhances efficiency of the work with the personnel reserve.

In the course of the research, the authors managed to establish that in the oil-and-gas company, the work with the personnel reserve was organized; however, there were a number of problem areas. First of all, it concerns the use of the "talent management" technology. In the personnel policy, there is no clear definition of the place and the role of the "talent management" technology in the system of the personnel reserve, which reduces effectiveness of using labour potential of organization's employees.

As a rule, managerial styles applied by the line management are of authoritarian character, hampering the unlocking of employees' creativity, revelation and competent use of their talents. This affects the methods of revelation of talents, which for the most part are of subjective nature. Such estimation methods as special intellectual and psychological testing, sociometry, an assessment centre are rarely used.

Reservists' talent development is aimed mainly at acquisition by reservists of theoretical knowledge, which occurs at seminars, round tables, during distance learning and at

conferences.

All these shortcomings in the use of the "talent management" technology during the work with the personnel reserve have a detrimental effect on reservists' satisfaction with labour, aspiration for development, generation of innovative ideas, participation in promising projects.

All in all, the hypothesis has been confirmed – it is expedient to introduce the talent management technology into the practice of working with the organization's personnel reserve.

The obtained research results were studied by HR managers and the line management of the company, which served as a basis for improvement of the personnel policy, optimisation of managerial styles, more flexible use of the "talent management" technology.

Summing up the research, it is possible to mention that introduction of the talent management technology as an instrument of personnel development can be an effective method of improving the work with the personnel reserve in the company. This is conditioned by the fact that the talent management technology allows one to unlock completely the potential and abilities of employees, to build properly the system of training and development of the personnel and, consequently, to enhance maximally the work life quality, competitiveness and effectiveness of the functioning of the company.

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