



Social goals and social essence of human resources management: on student youth employment problem

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Abstract

Today, the situation of human resources management is in a situation when the number of foreign, Federal and regional personnel companies, as well as companies applying for services to recruitment agencies, is growing. In this regard, the personnel companies today are very significant and dynamically developing participants in the labor market, and their functioning, both in the service market itself and in the process of social interaction between market participants, requires careful study. The purpose of the study is to analyze the features of human resources management functioning. Research methods: within research methods, we used a questionnaire survey as a method for collecting primary information, which allowed us to study effectively the features of human resources management formation and development as a significant link in the employment of students. Research results: the article considers the main formal and informal rules and norms of interaction between a personnel company and a customer and a candidate for a vacancy. The novelty and originality of the research lies in the fact that for the first time the social goals and essence of human resources management are considered. For the first time, it was revealed that the following types of organizations represent human resources management: employment Agency, Human Resources Company, state employment center, University graduates' employment center. It is shown that depending on the subject of interaction, that is, the customer who pays for services, all Human Resources companies can be divided into three groups: recruitment agencies, employment agencies, and hiring agencies. It is determined that most of the Human Resources companies specialize in providing such services as: classic recruitment, testing and evaluation of personnel. It is revealed that only large Federal and international companies are ready to offer leasing services. It is shown that the main methods of searching for candidates for a vacancy that HR management specialists use today are direct search, active search in open sources, and engagement of a specialist in whom the customer is interested. It is revealed that at the present stage of recruitment agencies development, such a method as posting information about vacancies on sites specializing in job search, posting vacancies and resumes of clients should be noted. Practical significance: the data obtained in this work can be used in marketing research, management, economic psychology, as well as for further theoretical development of this issue.

Keywords: HR management, recruitment agencies, employment

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INTRODUCTION

In these new economic conditions for Russia, its personnel primarily determined the company's success in the market. In this regard, the need for enterprises to quickly and effectively search and select personnel has become more urgent, which has led to the development of the labor market infrastructure and the emergence of

new entities of social interaction between Human Resources companies and non-state companies, which, along with employment services, began to perform the

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functions of monitoring and coordinating employment issues, acting as intermediaries between employers and job seekers (Zaitsev, 1992; Andreeva, 2013; Bortnikova, 2012; Filipov, 1990; Stankin, 1999). The main factor that gave rise to the emergence and development of Human resources management in Russia was the formation of market relations, which led to active business development, which in turn was accompanied by the emergence of a new economic layer in the face of enterprises and private owners (Kibanov, 1997; Kulakov & Mausov, 1993; Tatarnikov, 1994; Cherdymova et al., 2017a). Thus, the competition between these companies manifested itself in the need for professional search and selection of personnel. All this was the impetus for the emergence of a new type of business in Russia recruitment agencies (Kirjanov, 1999; Ivantsevich & Lobanov, 1993; Kovalyov & Filatova, 1999).

Thus, we can conclude that the formation of personnel management took place in parallel with the increasing needs for search and selection services. Despite the fact that this type of service, like most others, came to us from the West, the Russian market has a number of specific features that can be observed both in the process of providing the services themselves and in the directions of this industry development.

LITERATURE REVIEW

In the early twentieth century, with the rapid socio-economic changes taking place in almost all countries, interest in social issues has grown greatly. The appearance of a new entity on the labor market, such as a personnel company, led to a change in the traditional patterns of social interaction in the recruitment process, and personnel management appeared. Previously, in most cases, the recruitment process involved the organization, the employer and the applicant for the vacant position, and the recruitment process itself mainly took place within the employer's institutional environment. Now, more and more often, the employer delegates its search and recruitment functions to intermediary organizations, and the process of personnel management, the initial selection of candidates for a position takes place within the institutional environment of the recruitment Agency (Magura & Kurbatova, 2002, Afanasiev, 2012; Cole, 2004; Dudnikov, 2002). Thus, the appearance of a new participant in the labor market leads to a change in roles in the process of social interaction, and the processes of social interaction themselves require special study (Maslov, 1999; Skripnik, 2000; Rakitskaya, 2003).

The current stage of Human Resources management development is characterized by the fact that the main competitors for Human Resources companies are the internal Human Resources services of the employer, and Human Resources management

has become divided into internal and external. Goals of recruitment agencies is the maximum number of concluded employment contracts, that is, the maximum number of employers and potential employees who have found each other, which in turn affects the profitability of the recruitment Agency and contributes to the achievement of the goals set out in the strategic plan and reflected in the mission of the recruitment Agency (Kuznetsova, 2007; Karpov, 1999; Simonenko, 1997). Social interaction has not been a subject of study for a single century. The issues of social interaction and social action were considered in the works of many foreign and domestic scientists, sociologists, psychologists and philosophers (Okhotsky, 1998; Tsvetaev, 1992; Cherdymova et al., 2017b; Ansoff, 1989; Bell, 1999). To date, there is no single approach to identifying criteria for classifying social interaction. In modern Russian science, social interaction is understood in two ways. In the first case, social interaction can be compared more to a special type of communication that ensures the integration of actions in a complex, mobile network of social relations, setting ways to implement joint activities and becoming the basis of social solidarity (Cherdymova et al., 2019; Lapshina, 1974). In the two following cases, social interaction is a process that represents the direct or indirect impact of social objects on each other, in which the interacting parties are connected by a cyclical causal relationship. It should also be noted that social interaction itself is a tool that labor market actors use to achieve their goals. At the same time, one should remember that it is not the only possible means for both the employer and the applicant.

In this regard, the study of social interaction basics is becoming increasingly important today, both for analysis and for further management of social interaction process and a specialist of a recruitment Agency and a representative of an employer organization in the framework of improving the efficiency of the recruitment Agency. Socio-psychological motivation is aimed at increasing the influence and market share of the recruitment Agency, developing new markets both by providing new services for the Agency, and by providing services to a new industry of employers (Afanasiev, 1977; Kovalyov, 1998; Leontiev, 1977). Socio-psychological motivation is aimed at increasing competitiveness and finding a niche in the market. This requires employees who are able to anticipate trends in the industry development and take a non-standard approach to solving problems. Socio-psychological motivation of a potential employee will, on the one hand, include the psychological climate in the organization, the development of organizational culture, relationships with both colleagues and management; on the other hand, for the employee and to meet the needs at the highest level, it will be important how interesting the work is, the

possibility of self-expression, the level of independence of decision-making in the workplace.

THE STUDY OBJECTIVES AND STRUCTURE

Within the framework of solving this task, personnel companies can be classified according to the following criteria: depending on the subject of interaction; depending on the level of division of labor; belonging to a set of personnel companies. We can distinguish the practices of Human Resources companies: search for a candidate for a vacancy; selection of candidates.

The research objectives are as follows:

- to identify Human Resources companies that are market leaders;
- to determine the main directions and prospects for the development of personnel management;
- to consider the main sources of information obtaining for students when choosing a recruitment company;
- to identify the features of social interaction in the process of providing a personnel company with a classic search and selection service;
- to identify difficulties in the process of social interaction in the framework of providing a classic service for the search and selection of personnel;
- to describe mutual expectations from the joint work of the Human Resources agent and the representative of the customer's organization;
- to review the main formal and informal rules and norms of interaction between the Human Resources company and the customer and the candidate for the vacancy.

Depending on the subject of interaction, that is, the customer who pays for services, all personnel companies can be divided into three groups: recruitment agencies (70%), where the main client paying for services is the employer; employment agencies (15%), where the main client paying for services is the applicant; hiring agencies (15%) are hybrid Human Resources organizations, where the main clients paying for services are both the employer and job seekers. The study showed the following trend: hiring agencies tend to decrease in number (by 7%), while recruitment agencies have increased by 7% over the past five years.

RESULTS

Wide-profile Human Resources companies mostly represent the market of Human Resources services, which is also evidenced by the results of automated content analysis of vacancies posted by Human Resources companies on one of the sites.

Analyzing the situation on the market of Human Resources services leads to the following conclusions: the number of staffing companies representing the

international set of staffing companies decreased by 7%; number of staffing companies representing the Federal set of staffing firms increased by 3%. According to the respondents, network Human Resources management is in a better position than regional Human Resources companies, because they have the opportunity to receive national and foreign orders over the network. In addition, network personnel management is mostly distinguished by its standards of communication processes, which is manifested primarily in similar work technologies and common service standards in all personnel companies of the same network. Network recruitment agencies may not have representative offices in the cities where vacancies are offered to clients. This percentage may be approximately 37-39%. Due to the growing demand for mass selection services, their supply is also growing. A few years ago, mainly representatives of an international network of recruitment agencies provided this service. Today, most of the personnel companies that are representatives of the Federal network are ready to offer their clients mass recruitment services, namely: recruitment of office staff (97%); staff for stores, shopping centers and nets (97%); staff for banks (consultants on sales of banking services, information center operators, operators and cashiers in Bank branches, specialists in the service Department, etc.) (58%); leasing services (26%). According to the respondents, testing and personnel evaluation services can also be attributed to the number of low-demand services (13%), while this type of service is included in the list of services provided on the websites of most Human Resources companies. More than half of Human Resources companies (58%) are ready to offer personnel training and trainings services. Human Resources companies can be classified based on the cost of their services. So, the cost of recruitment services in most cases is equal to a certain percentage rate of the annual income of the selected specialist. A number of Human Resources companies calculate the cost of their services by the number of salaries of the specialist they are searching for. Therefore, the cost can vary from one to three salaries of the selected specialist.

According to the cost of services, Human Resources companies can be divided into three groups: HR companies whose services cost more than 20% of the annual income of the selected specialist; HR companies whose services cost from 12% of the annual income of the selected specialist; HR companies whose services cost from 7% of the annual income of the selected specialist. Smaller regional Human Resources companies operate at this interest rate. However, the interest rate may vary depending on the specifics of the order: size, complexity, timing, etc. It should also be noted that not all respondents were willing to answer the question about the percentage rate of the cost of services of the personnel company they represent. In this case, the source of information was the estimates of

a number of Directors of Human Resources companies who agreed to assess the current situation in the HR management market regarding the cost of HR companies' services. Speaking about payment methods, most of the personnel companies receive remuneration upon the fact of providing services. However, there are also personnel companies that work with some of their customers according to the scheme: prepayment, and then upon the provision of services.

Further, after analyzing the survey results, we can identify the main methods of searching for candidates for a job that are used by specialists of recruiting companies: active search in open sources; direct search; engagement of a specialist in whom the customer is interested; recommendations; search in the recruitment company's own database; posting information about the vacancy on job search sites. The most popular methods of searching for candidates today include direct search (100%), active search in open sources (88%), and engagement of a specialist (44%) in which the customer is interested. This situation in the Human Resources management market can be explained by the fact that today more and more often HR companies are ordered to search for highly qualified rare specialists (38%). Such positions are more difficult to close by the customer's own HR Department, and therefore they prefer to transfer them to HR companies. There is also a minimal chance that these specialists will respond to a vacancy posted on one of the job search sites. It is difficult to find such specialists in your own database, because they are often specialists from relatively new sectors of the economy and specialized areas. This circumstance determines the use of such methods as direct search and engagement of a specialist who is of interest to the customer.

The use of the active search method in open sources can be explained by the growing demand for mass search services (98%). Quite often, Human Resources management also uses this method of searching by the recommendations (68%). Most often, this is due to the inability to search directly, but it is possible to get information about another specialist of this qualification and relevant experience. The last two methods: the absolute majority of recruitment companies (98%) uses searching in the Recruitment Company's own database and posts information about vacancies on job search sites. Companies use these methods more often in cases where we know that these specialists are in the database, and they we can find on job search sites, since they are not so rare for the labor market. At the same time, if a few years ago it was more effective to publish information in the media, today the Internet space with a variety of job search sites with vacancies and resumes has taken their place.

Then one should pay attention to the methods of selecting candidates. So, according to the respondents, the absolute majority of recruitment agents use the

following methods of selecting candidates: resume analysis (100%); analysis of the company's own questionnaire, which the applicant fills out (86%); interviewing (44%). Such a method of selecting candidates as testing Human Resources management uses less often (23%) and, as a rule, only at the request of the customer. The method of checking recommendations, according to respondents, is used quite often, but not always. For clarifying the personnel agent's already formed opinion about the candidate or for dispelling their doubts about the personal and professional qualities of the candidate. As part of the survey, we also tried to find out which Human Resources companies are the leaders in the HR services market. At the same time, it was difficult for a smaller part of the respondents to identify clear leaders. They explained their doubts by the fact that now Human Resources companies practically do not interact with each other. Thus, it is possible to draw the following conclusions: a set of international HR companies with the highest percentage of the annual income of the specialist and representing a wide range of services have the leading position on the market personnel management. The main on the market of HR services are, as a network of international, Federal personnel companies and partly large regional staffing companies, the cost of services, which is 12% of the annual income of the specialist and with a relatively wide range of services. All other players in the recruitment services market are small regional recruitment companies whose income is equal to 7% of the annual income of the selected specialist, specializing, as a rule, in a narrow list of services.

CONCLUSIONS

Based on the analysis of the recruitment services market's main characteristics, the following conclusions can be drawn: most of the recruitment companies are broad-profile, i.e. they search and select candidates for a wide range of professional areas. Only 8% of Human Resources companies are networked international or Federal HR companies, the remaining HR companies are regional. For the most part, Human Resources companies specialize in providing such services as: classic recruitment, testing and evaluation of personnel. Only large Federal and international companies are ready to offer leasing services. In providing mass recruitment services, large regional recruitment companies are joining them. The cost of services of personnel companies today ranges from seven to thirty percent of the annual income of selected specialists. The main methods of searching for candidates for a job that Human Resources management specialists use today are direct search, active search in open sources and engagement of a specialist in whom the customer is interested. In addition, at the current stage of recruitment agencies' development, we should note such a method

as posting information about vacancies on sites that specialize in job search, posting vacancies and resumes of clients.

The main methods of selecting candidates are the analysis of resumes and interviews; less often resort to the method of checking recommendations, testing the candidate is carried out only at the request of the customer. The main directions and prospects of the recruitment services market's development in Russia are: the emergence of new foreign and local recruitment companies and increasing the number of customers; growth of mass selection services; an increase in the

demand for the services of personnel management, due to the prevailing demographic situation in the country and the growing deficit of labor resources; development of various technical methods of recruitment and communication of the agent with staff candidates; the emergence and use of social networking: a new generation of professional social networking. As well, one should pay special attention to external personnel management, which is represented by the following types of organizations: the state employment center, the center for employment of University graduates, the employment Agency and the personnel company.

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