



## Career Opportunities for the Management's Personnel Reserve

Andrey V. Kirillov

Russian State Social University, Moscow, RUSSIA

Denis S. Ushakov

International College Suan Sunandha Rajabhat University, Bangkok, THAILAND

Mikhail V. Vinichenko

Russian State Social University, Moscow, RUSSIA

Sergey A. Makuchkin

Russian State Social University, Moscow, RUSSIA

Alexander V. Melnichuk

Russian State Social University, Moscow, RUSSIA

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### ABSTRACT

Paper discusses the career opportunities of the management's personnel reserve, considering theorists and practitioners basic issues on organizations' abilities to ensure reservists' career growth. The study analyzes staff opportunities to get into the management's personnel reserve and employees' expectations on the management's personnel reserve. Using questionnaires we revealed that it is difficult to get into the management's personnel reserve, the most of the respondents (62%) has no such opportunity. As the most valuable career opportunities respondents consider professional growth (58%) and personal managerial skills development (55%). They also hopes on the clarification of personal development trajectory, career advancement and acquisition of new relationships that are enable to facilitate further promotion. Gender approach proved men priority in sociability. While women in the personnel reserve are looking for more independence. The age aspect also influences the reservists' ability. Despite some advantages of youth, managerial sphere highly needed for experienced staff at the age of 31 - 40 years. Significantly reduced career opportunities are typical for employees older than 50. Based on the research, it was concluded that the career opportunities of the management's reserve should not be limited - all employees' potential has to be aimed at organization competitiveness increasing and takes into account the reservists' gender and age characteristics.

**Keywords:** personnel reserve; career opportunities; gender dimension; management personnel development.

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**Correspondence:** Mikhail V. Vinichenko, Department of Personnel Management and Personnel Policy, Russian State Social University, Moscow, Russia.

✉ mih-vas2006@yandex.ru

## INTRODUCTION

The world economy's current state forces the leadership of all countries to actively search for additional sources to increase various sectors' of national economies' efficiency and global competitiveness. The strategic management based on human potential is a core element of all required changes and organizational transformations. Flexible, effective personnel policy is one of the most significant factors of whole state's or it's regions' socio-economic development, effective tool to overcome any contradictions in Government2People relationships [1]. Dysfunctions in the system of state and municipal management, problems of the local governance development in Russia are mostly determined by imbalances of personnel management processes and their efficiency in human resource provision [2].

Any organization develops due to its personnel, which is also obliged to develop. Technologies of personnel development in modern Russia occupy increasingly worthy place - Russian management is beginning to understand that only a human is the basis to achieve success or to fail, to improve the organization's efficiency, and finally to develop business. The technology of the personnel reserve plays a significant role in managements' personnel development.

Working with the management's personnel reserve (MPR) is the most important component of HRM in Russia, uses advanced technologies for career development and talents' management [3].

Today, more than ever, it is necessary to improve the efficiency and competitiveness of enterprises, to create favorable conditions for effective work [4, 5, 6], to fully use workers' knowledge, experience, skills, to decrease staff turnover [7]. It is important to skillfully use the potential of the state, territories through innovative technologies and "smart city" approach [8, 9], modern HR technologies in leading companies in order to take effective management measures to improve the quality of work with human capital in manufacturing processes [10].

In this study, as a management's personnel reserve (MPR) we considered "a group of personnel with ability to managerial activities corresponding with all requirements assigned to certain job position [11].

It should be taken into account that there is a difference between the career of manager and expert (specialist in particular area of national economy or international market). In this case, at different stages of a person's life, one of them can be transformed into another and vice versa. As shown by the English researches [12] under conditions of frequent socio-economic changes and rapid markets growth, career planning has very limited character.

The entry into the MPR should give ample opportunities for professional and individual development to the all employees, especially for those with strong leadership

skills [13]. The organization's ability to provide personnel reserve development should meet the expectations of talented and promising employees. The very existence of the MPR should stimulate the staff to self-development in order to enter into the organization's personnel reserve.

The most actual and demanded area of personnel reserve development is an acquisition of professional managerial skills. It is also important to develop communication skills as an instrument of interaction with leaders of various levels, opening up a variety of career prospects. It is necessary not to reduce the opportunities, but to take into account the gender characteristics of reservists during career development program creating.

Age, although is not determinative, but still affects the nature of HR managers' actions in the formation, development and use of the personnel reserve. Careful consideration is required for the opportunities of international and domestic migrants and evaluating of their abilities to be included in MPR [14].

Generally, the task of any organization is to identify and competently use labor potential of employees, without limiting their development opportunities. In this regard, there is an objective need to optimize processes of HRM through increasing efficiency of MPR forming and development.

#### GENERATION OF THE DATA

The purpose of the study is to determine the level of correlation between the processes of work with the management's personnel reserve and the management reserve's career opportunities, based on the opinion of employees of Russian organizations in the Moscow region at the age more than 21 with bachelor (or equivalent) degree.

To conduct the research we surveyed population's opinion with 2 most significant questions:

- how realistic it is to get into the management's personnel reserve?
- what expectations (on own skills development) staff usually has in case of falling into the management personnel reserve?

To achieve the purpose we used system, interdisciplinary, socially-psychological, institutional, civilizational, socio-engineered, culturological and other approaches and socio-economic methods such as questioning, content analysis, logical, comparative and factor analysis, observation, mathematical statistics, etc. The ANCOR personnel holding and HeadHunter group of companies rendered a great assistance in conducting the survey.

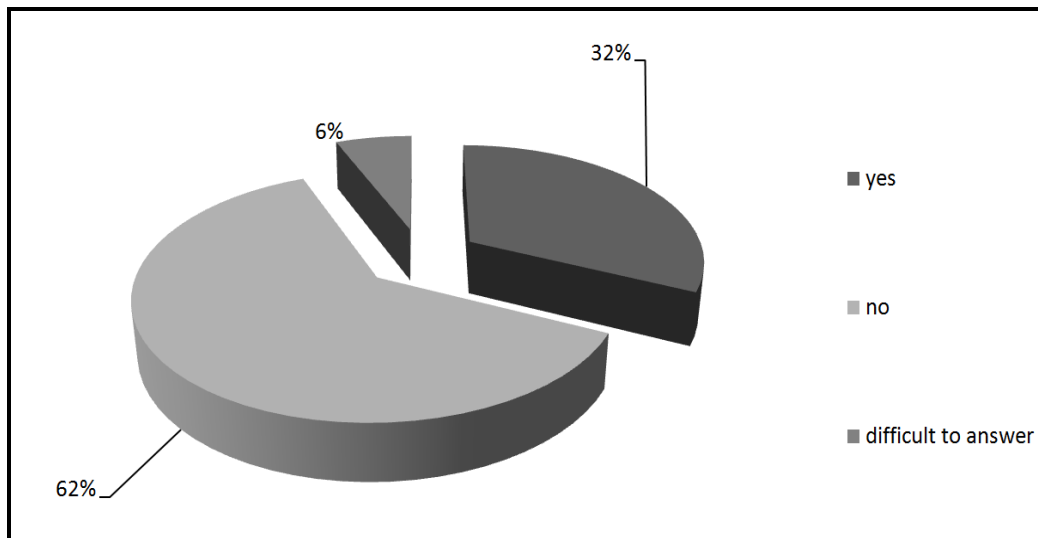
In accordance with the stated purpose as a population for survey we determined a working population of the Moscow region (Russia), aimed at a managerial career. The initiative poll was conducted during May-July, 2017. The sample size is 600 people, includes working population of the Moscow region at the age of 21 and older with a higher education. It was formed on the basis of a quota selection of respondents. For the sample presented, the maximum error size is not more than 4.5% with a confidence probability of 95%. In order to

achieve the quality of the collected data, the participants were briefed on the preliminary stage, the electronic version of the questionnaire was protected from re-passing the questionnaire.

## RESULTS

### 3.1. Study of the MPR popularity among respondents

In survey, almost a third of the respondents (32%) answered positively the question "Have you ever been included in the management's personnel reserve?" (Figure 1). Most of the survey participants (62%), who have never been enrolled in MPR have a strong desire to enter it. Only 6% of those respondents who have never been included in MPR do not feel like being included. Anyway it does not exclude the fact that they can have this desire in the future.



**Figure 1.** Distribution of respondents' answers to the question "Have you ever been included in the personnel reserve of the leadership?" (In% of the number of respondents)

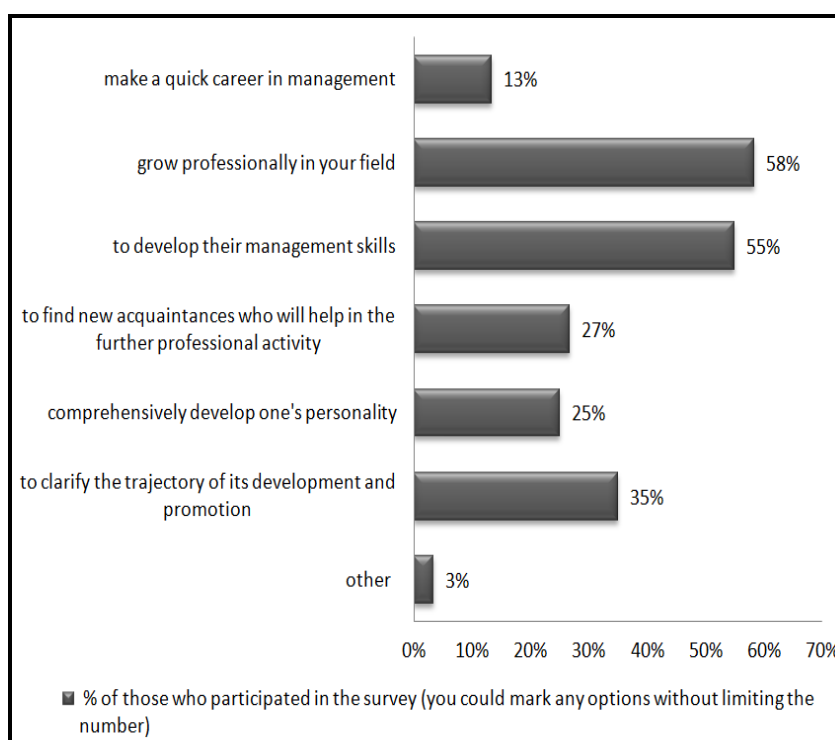
As the study showed, employee's inclusion in MPR motivates him to work more fruitfully, what, ultimately, increases the entire organization efficiency. Support of the organization's employees in personal and professional development and career growth, rational use of their potential in various areas and levels in the organization's management system is the most important tasks that management personnel reserve can effectively solve.

### 3.2. Study of opportunities that, in the opinion of the respondents, are opening after employee inclusion in MPR

The research results showed that as the most important opportunity given by staff inclusion in MPR the respondents (it was possible to mark any variants without limiting the quantity) considers (Figure 2): professional growth (58%); opportunity to form (develop) own managerial skills (55%). It shows on the one hand that the opinions of the respondents

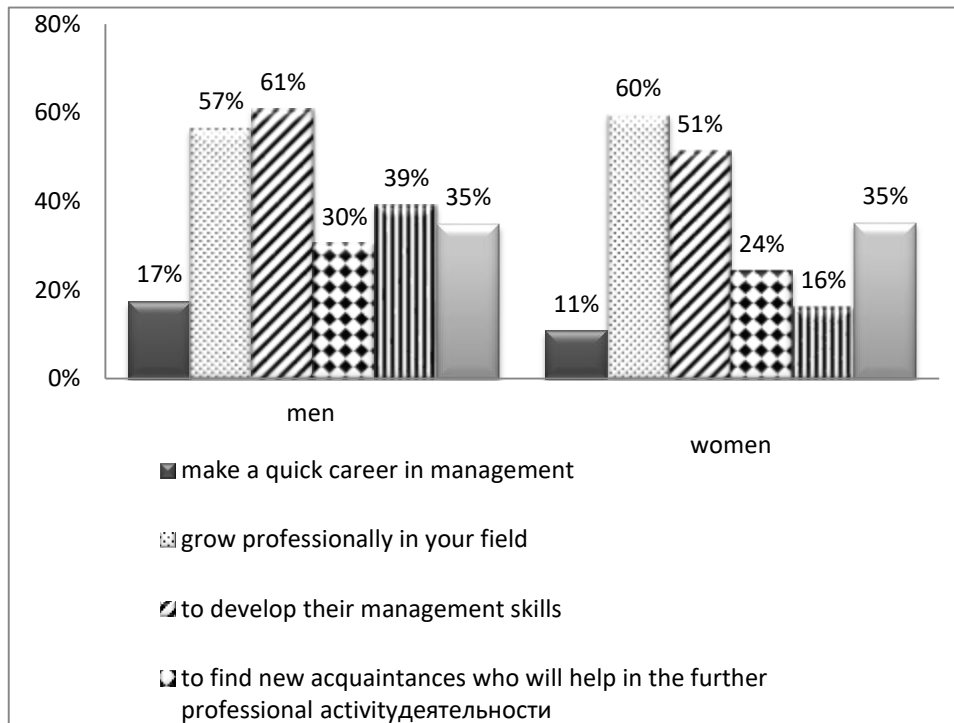
are in line with the goals of the MPR. On the other hand, this shows that the respondents, first of all, see the possibility of personal growth and then pay attention to their skills development.

Opportunities related directly to the individual development, even scored less than half of the votes, but were not so rare called in the survey: willing to specify the trajectory of personal development and career advancement was identified by 35% of the respondents, to develop personality comprehensively - by 25%. 3% of the respondents gave negative or pessimistic evaluation of MPR (such as "MPR does not really impact on my career" and "MPR is just a formality").



**Figure 2.** Distribution of respondents' answers to the question "In your opinion, enrollment in the managerial personnel reserve is an opportunity?" (In % of the number of respondents)

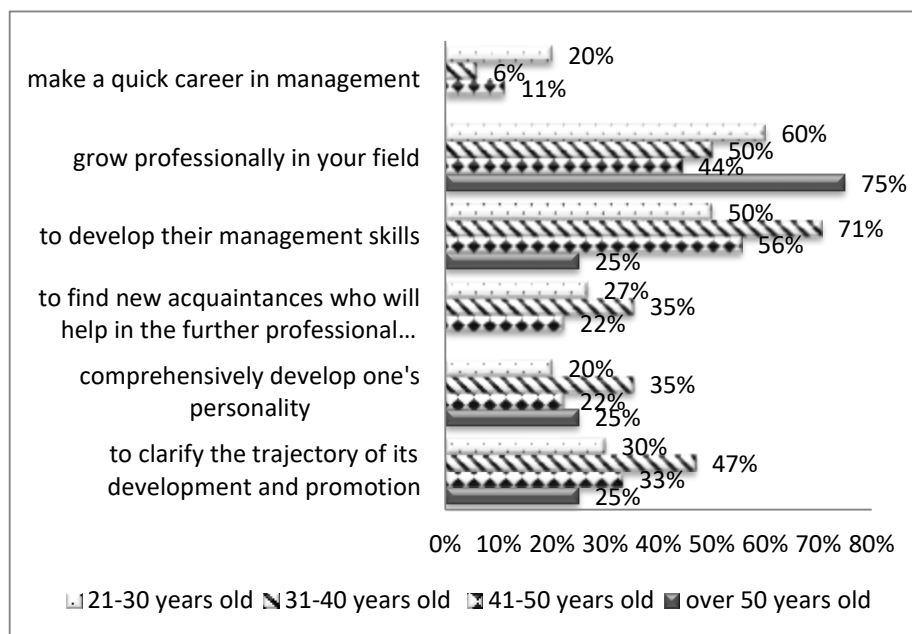
The gender approach has revealed some features of the men and women approaches. More than a quarter of respondents noted the possibility to find new contacts which can help in the further professional activity being in MPR. And men are considering this advantage of MPR much more than women (**Figure 3**).



**Figure 3.** Distribution of respondents' answers to the question "In your opinion, enrollment in the managerial personnel reserve is an opportunity?" (In% of the number of respondents in groups)

The difference in the assessments of the opportunities that arise before the employee when enrolling him in the personnel reserve of the management is also observed in the age cohorts of respondents. Thus, only young people (21 to 30 years old) place significant hopes in rapid career growth to stay in the personnel reserve (Figure 4). Other respondents (31-40 years old) in no small measure hope to find new connections in it that will help in the further professional activity. People older than 50 years practically do not pay attention to the above-named opportunities of the personnel reserve of management.

Generally, with age people place less and less hope on the opportunities that enrollment in MPR open. It proves both a reduction in the older respondents' career ambitions and getting rid of the illusions inherent in the young respondents. But, according to 75% of respondents older than 50, they see the possibility of professional growing after enrollment in MPR, and 25% of them - of their personalities comprehensive development



**Figure 4.** - Distribution of respondents' answers to the question "In your opinion, is the transfer to the managerial personnel reserve an opportunity?" (In% of the number of respondents in groups)

The most demanded opportunities directly related to the development of potential and personality of managers, are belonged to the group of respondents aged 31 - 40. Thus 75% of them expect that inclusion in the management's personnel reserve will allow to form (develop) own managerial skills, 47% - expect to clarify the trajectory of own development and career advancement, and 35% - to develop personality comprehensively.

## DISCUSSION

The management's personnel reserve is the foundation for planning the organization dynamic development. However, most of the working population of the Moscow region (62%) with a great desire to get into the personnel reserve had no such opportunity. This fact has a double meaning. On the one hand, the latent potential of employees in the sphere of management has not been realized. On the other hand, there is a strict selection and good work of HR managers who carefully select candidates for management reserve, minimizing the financial and temporary losses of the organization.

Personnel capabilities of reservists are presented to the population of the Moscow region in different ways. However, as the prior areas were identified: the professional growth and opportunity to form (develop) own management skills. Important positions belong to such opportunities as clarification of the trajectory of personal development, career advancement and the acquisition of special practical knowledge. In this regard, it is

advisable to conduct special sessions with reservists to adjust the plan for professional and personal development, time management, coaching, and gaming [15, 16].

The opportunities alignment in terms of importance generally coincides with the population mentality, which, first of all, bases on career growth achievements, competitiveness increasing through the acquisition of skills in the innovative technologies use. Being in the staff reserve, talented employees would like to clarify their place in the organization's management system, as well as to monitor the labor market, to clarify their value and relevance on it. The opportunity to receive additional preferences, due to newly acquired connections in the personnel reserve is not excluded.

The gender approach allowed concluding that male reservists are more communicative and often pinning their hopes on acquiring new connections useful for a career. Getting into the MPR for men means a great success, giving a chance to comprehensively develop, to acquire new skills and competencies, to declare itself to the top management and entire labor market.

For women, the reserve is also a chance to develop an existing or build a new career. In addition, the acquisition of new knowledge for women is still relevant to enhance their independence and equality in marriage [17].

Age also has a significant impact on the reservists' abilities. The survey results show that young people have certain advantages in career development. But in the sphere of management the employees aged 31-40 are more in demand. Respondents older than 51 years do not see any special career prospects.

As practice shows, with age the career ambitions for some people are significantly reduced. Young people still do not have sufficient (primarily negative) experience and believe in an indispensable career success [18, 19, 20, 21]. Both specialists and managers at the initial stage of operation expect special attention from the management, programs that enable them to realize own potential and ambitions in career growth. In those companies where such programs exist, young specialists are more satisfied with their work and their results, really develop both internally and in obtaining the next positions.

Such survey results fully coincide with any organization demand on prospective high-qualified personnel. HR managers can actively use the potential and needs of employees for joint development of staff and organization. Otherwise, the invested time and resources in the staff development can be lost when a valuable employee, a reservist of senior management is fired.

At the same time, it is important to create a system of mutually beneficial cooperation between the management (owners) and the personnel of the organization to increase their loyalty, satisfaction with working conditions. It is necessary to involve in this system as many employees of the organization as possible, expanding the base of future victories in business. It is inappropriate to enroll in MPR only clearly prospective employees [22]. In this case the leadership of the organization just marks hopeless to the rest employees, reducing the effectiveness of their work in particular and organization as a whole. In addition to such



discrimination, other forms may be used and negatively affect the working conditions and the level of payment [23].

Personnel reserve planning should be carried out in accordance with the strategic tasks of the whole organization progress and these tasks are decided not by employees' career growth but also by their comprehensive development. The employee, who is in the management personnel reserve, should have real opportunities for both self-development and career growth. Particular attention is given to the development of managerial qualities, interpersonal skills, ability to solve complex, suddenly arising tasks, non-standard approach to competition, interaction with partners and competitors. But the quality of this work largely depends on what expectations employees place on the management personnel reserve

### CONCLUSION

One of the main tasks of any organization is a management personnel preparation for appointment to managerial positions, which are expected to be introduced or will be released in the planned future. This work usually involves a formation of group of personnel reserve members with a common ideology and constructing linear relationships that would ensure the continuity of managers. In this concept it is important that the personnel reserve career opportunities coincide with the organization's ability to nominate reservists to higher positions. Employees' expectations should be justified by the system of personnel reserve formation, development and use by HR managers.

Together with this, employees included in the management personnel reserve have to be helped by adjustment of professional and personal development plans. Acquisition of new links in various levels of management systems can be either casual or purposeful. It is important for HR managers at the stage of personnel reserve forming to forecast possible different levels of contact for all participants in the process.

Career opportunities for the personnel enrolled in MPR should not be limited. However, when forming, developing and appointing employees from the personnel reserve, it is necessary to take into account the reservists' gender and age characteristics. They should be aimed at the most effective use of the employees' potential in particular organization, structural department with a real socio-psychological climate.

Managers are the most important group of personnel, because the success of organization development is directly depends on their work. That is why it is necessary to have a systematic approach to MPR management, to organize it qualitatively and transparently for all participants in the reserve, based on scientific approaches and management methods practically tested.

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