Improvement of Youth Personnel Policy: Social Inspection

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ABSTRACT
The article examines the nature of the impact of social control on the effectiveness of the youth personnel policy through studying the nature of awareness of employees about the changes in the organization and satisfaction with the system of involving young people in social control under the corporate governance, and the development and the implementation of effective youth policy. The study was conducted using a set of sociological methods: questionnaire survey, using the Google Forms online service and the SPSS Statistics software package 23 with the aim of constructing a regression model; analysis of documents; expert survey. Based on the results of the conducted empirical research, it was turned out that social control has a complex and direct effect on the effectiveness of the youth personnel policy. Effective implementation of the youth personnel policy in the system of managing organizations in the context of social control is possible only in case of their full awareness of all the elements of the youth personnel policy. The main conditions of the implementation of the youth personnel policy are: an effective system of informing the personnel about the changes occurring in the organization; involvement of young people in active participation in social control under the corporate governance, and the development and implementation of effective youth policy. The results of the regression analysis made it possible to determine how much the change of the satisfaction of young specialists involved into the system of attracting young people to active participation in the vital activity of the state affects the level of their satisfaction with the system of attracting young people to active participation in social control and the life of the organization. With the aid of the regression model, it can be proposed a variant of forecasting growth or reducing the level of citizens' satisfaction with the system of attracting young people to active participation in social control and the life of the organization under the system changes of attracting young people to active participation in the vital activity of the state.

Keywords: youth personnel policy, social control, awareness, satisfaction

INTRODUCTION

In the modern world, the formation of conditions implementing the youth personnel policy plays a significant role in the management of organizations [1, 2, 3]. It requires a deliberate work to create such conditions from the organizations' administration. An important factor of the formation of favorable conditions to realize the potential of young people during their work is the development of social infrastructure in the system of local government administration [4], improving training [5, 6], interpersonal relationships [7].

Social practice shows that the implementation of youth personnel policy in the organization management system is effectively formed with rational social control, which helps to achieve the set goals and objectives.

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Aspects of social control have been studied in the works of Russian [8, 9, 10, 11, 12] and foreign scientists [13, 14, 15, 16, 17, 18].

Analysis of scientific literature has shown that social control is the basis for identifying problems between managing administration and employees. If problems are not identified or not eliminated, sanctions are imposed on the organization (as a form of formal (administrative) social control) and protest forms of informal (social) social control.

Indeed, without effective social control, it is not possible to achieve the order, the successful functioning of the organization and the formation of conditions to implement the youth personnel policy into the organization management system [19].

The lack of attention of managing administration to the needs of employees, poor working conditions, the lack of conditions for the implementation of youth personnel policy in the management of organizations and other negative factors lead to the protest forms of social control [17, 18, 20]. In this regard, the management of organizations is actively reflecting on the creation of favorable conditions for the implementation of personnel policy, the provision of worthy working conditions, the ergonomics of the workplace [21, 22, 23, 24].

The most important condition for the successful implementation of the youth human resources policy in the system of managing organizations in the context of social control is the employees' satisfaction with their work [25, 26, 27], as well as their awareness of the changes taking place in the organization. The solution of problems of public awareness of the role of three-dimensional control in economic and social life is covered in Western scientific literature and can be partially adapted to Russian realities [28, 29].

The problem is that, on the one hand, the organizations' administration seeks to increase efficiency through the active use of creativity and talent of young employees, on the other hand, does not use the opportunities for social control to timely and qualitatively adjust the youth personnel policy [30].

The purpose of this study is to identify the nature of social control's impact on the effectiveness of youth policy through the study of the nature of employees' awareness about the ongoing changes in the organization and satisfaction with the system of attracting young people to participate in social control, the life of the organization, and the development and implementation of effective youth policy.

GENERATION OF THE DATA

The empirical study was conducted using a set of sociological methods: questionnaire survey; analysis of documents; content analysis; methods of statistical analysis (regression analysis).

The study of social control as a factor of improving the quality of the youth personnel policy was conducted on the basis of Russian organizations. The study groups included employees of organizations in the Moscow region (n = 365). The total population was 19.7 million people, the sample size was 365 people, with a 4.76% sampling error, with a confidence rate of 95%.

The sample set (n = 365) was formed using a multistage selection of phased selection. At the first stage, with the help of a random selection, it was selected the organizations of the Moscow region. Thus, the organizations of the city of Moscow and the Moscow region were formed into clusters.

At the second stage, selection of employees working in the organization was carried out by using quota sample. Quotas were: sex, age of the respondent.

The survey involved employees of organizations in the Moscow region, on the basis of gender, respondents were divided in favor of women (86%), the average age of the respondents was 29.8 years, and the average salary was 39 000 rubles.

RESULTS

The results of the survey showed that only 7.46% of respondents chose an organization for their employment solely because they had a well-developed youth personnel policy that met their expectations. At the same time, 28.02% of the respondents defined the presence of career growth and further prospects as the condition for choosing an organization, which is in fact one of the elements of the youth personnel policy in the organization management system and which characterizes its quality (**Figure 1**).
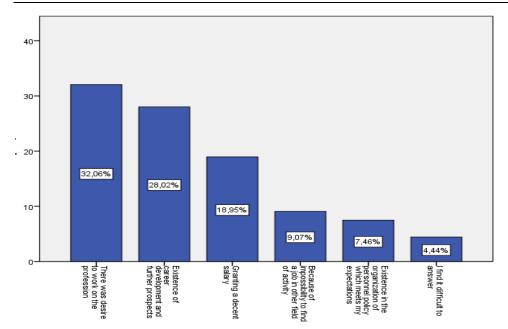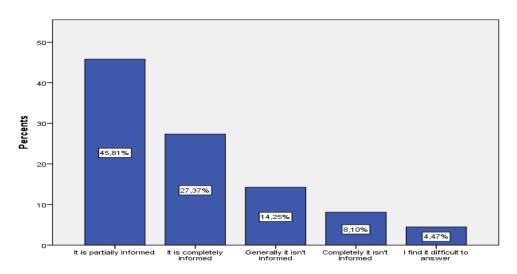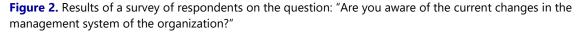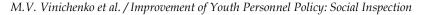
Figure 1. Results of a survey of respondents on the question: "Why did you choose this organization for employment?"

Figure 2. Results of a survey of respondents on the question: "Are you aware of the current changes in the management system of the organization?"

The results of the survey showed that only 27.37% of the respondents were fully aware of the changes in the organization. It is noteworthy that 14.25% of respondents do not have any information about the changes taking place in the organization. Almost half of the respondents (45.81%) have partial ideas about the occurring changes (**Figure 2**).

Information about the changes in the organization's management system is received by most of the interviewees from the management of the organization at official meetings (31.70% of respondents), 26.79% of respondents get the information from colleagues, 22.64% of young professionals receive information from the management in a personal conversation, and only 12.08% of the respondents answered that they receive information on the corporate website of the organization (**Figure 3**).
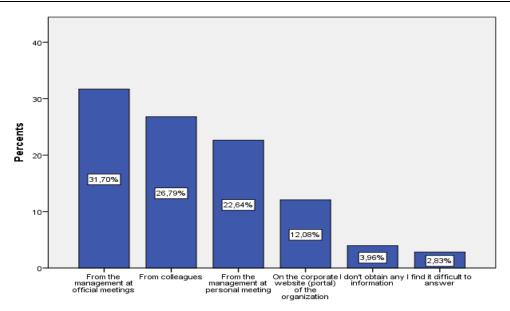
Figure 3. Results of the survey of respondents: from what sources are young professionals receiving information about changes in the management system of the organization
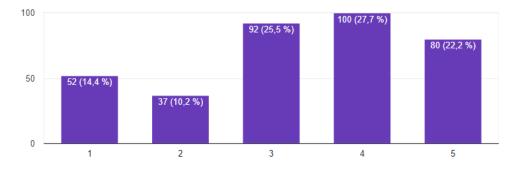

Figure 4. Results of a survey of young professionals on their satisfaction with the system of involving young people in active participation in social control, the life of the organization, the development and implementation of an effective youth policy (number 1 corresponds to the lowest estimate, 5 - the highest)

The most important aspect of the formation of the conditions for the implementation of the youth personnel policy in the system of organizations' management in the context of social control is to involve young people in active participation in the organization's activities, in developing and implementing an effective youth cadre policy. The conducted research showed that the young specialists appreciated the existing system of attracting young people to social control, active participation in the life of the organization, and the development and implementation of an effective youth policy: 14.4% of respondents chose "1"; "2" -10.2%; "3" - 25.5% of respondents; "4" - 27.7% of respondents and "5" - 22.2% of respondents (**Figure 4**).

According to respondents' estimates, satisfaction with attracting young people to active participation in social control, the vital activity of the state, and the development and implementation of an effective youth policy is the following: 5.9% of respondents chose "1"; "2" -15.9% of respondents; "3" - 28.8% of respondents; "4" - 36.6% of respondents and "5" - 12.8% of respondents (**Figure 5**).

Figure 5. The results of the survey of young specialists on their satisfaction with the system of involving young people in active participation in social control, the vital activity of the state, the development and implementation of an effective youth policy (number 1 corresponds to the lowest estimate, 5 - the highest)

Table 1. Dependence of the constant and variable in the system of attracting young people to active participation in social control, life activity, development and implementation of effective youth policy (state-organization)

Model	Linear dependence between two variables - dependent and independent Regression analysis coefficients				
	Non-standardized coefficients		Standardized coefficients	т	Relevance
	B	Standard Error	Beta		
(Constant)	1,821	0,212		8,592	0,000
Involve young people in active participation in social control, in the life of the state, in the development and implementation of an effective youth policy	0,454	0,060	0,371	7,526	0,000
a. Dependent variable: involvement of young people in active participation in social control, organization's activities, development and implementation of effective youth policy					

With the help of a simple linear regression, it was identified and described a linear relationship between two variables: involving young people in social control, active participation in the life of the organization, developing and implementing an effective youth policy (dependent variable), and involving young people in social control on a countrywide scale, active participation in vital activity of the state, development and implementation of effective youth policy (constant).

It was determined how much the change of the satisfaction of young specialists involved into the system of attracting young people to active participation in the vital activity of the state (constant) affects the level of their satisfaction with the system of attracting young people to active participation in social control and the life of the organization (dependent variable), **Table 1**.

DISCUSSION

Effective implementation of the youth personnel policy in the system of management of organizations in the context of social control is possible in conditions when young specialists are aware of the existence in the organization of such a personnel policy that meets their expectations. The results of the survey showed that only 7.46% of respondents chose an organization for their employment due to the presence in it of an effective youth personnel policy that meets the needs of young professionals, meets their expectations (**Figure 1**). The obtained results make it possible to make the assumption that young specialists are poorly informed about the youth personnel policy that exists in their organization, its essence, types, basic elements, and the possibilities for its implementation.

In this connection, the results of the survey on the respondents' awareness of the changes in the organization are of particular interest. Indeed, one of the main conditions for quality social control in the interests of implementing the youth personnel policy is the staff's awareness of the changes taking place in the organization. The results of the study showed that almost half of the respondents (45.81%) have partial ideas about the occurring

changes and only 27.37% of young specialists have full information about the changes in their organization (see **Figure 2**).

In modern realities, an ancient Latin expression acquires special significance: "Praemonitus praemunitus", which means "warned - means armed". Indeed, complete, reliable, timely information about innovations, technologies, methods, changes in legislation, local regulatory framework, organizational structure of the organization and other changes will allow young specialists (agents of social control) to respond quickly to them. Thus, timely and reliable information of young specialists will be a condition for effective social control, which will improve the quality of the youth personnel policy.

In this regard, it is necessary to introduce information and communication technologies in the organization management process with the purpose of efficient, timely, reliable informing of young specialists about the current changes in the organization and the scope of their activities. These activities allow young people to become participants in the continuous deep social control, which concerns, first of all, the young people's intercourse. The results of the survey showed that only 12.08% of young professionals receive new information about all changes in the organization's management system on the organization's corporate website and 81.13% of respondents receive any information from colleagues, from the organization's management at official meetings and in personal conversation (see **Figure 3**). At present, information and communication technologies are developing rapidly. However, based on the results of the study, it can be assumed that the organizations' administration does not fully use the existing opportunities of information and communication technologies to inform their staff, but uses mainly old, traditional methods in the form of meetings and personal meetings. Of course, official and personal meetings of the heads of organizations with subordinates are necessary, but the development of new ways of providing information is a promising direction, which deserves special attention of the organizations' chiefs.

The fact that young people receive information in 55% of cases provokes some caution. The problem is that management, especially top management, brings to the subordinates "filtered" information, which is intended only to performers. The young people do not receive full, system information and they are unaware of real plans for their future. In most cases trade unions in the Russian business stand on the side of the employer, which creates a complex, explosive environment that requires strict social control.

According to experts, the main condition for the successful implementation of the youth personnel policy in the management of organizations in the context of social control is to involve young people in active participation in the organization's life, to develop and implement effective youth policy at the organization level and to involve young people in active social control, participation in the life of the state, development and implementation of effective youth policy at the state level of management. The results of the survey of social control agents (**Figure 4** and **5**) showed that young specialists are not fully satisfied with the existing system. A quarter of the respondents gave "1" and "2" (unsatisfactory) marks to the existing systems of attracting young people to active participation in social control, the organization's life, the development and implementation of effective youth policy at the level of the organization and attracting young people to active participation in social control, the life of the organization, the development and implementation of an effective youth policy. At first sight, a quarter of respondents are not so many, however, if you extrapolate data to the whole population, you will get a large number of social control agents who are not satisfied with the process of involving young people in social control, active participation in the life of the organization and the state youth policy. Such a large number of dissatisfied citizens in the process of attracting young people to participate actively in social control, the life of the organization and the state, and the development and implementation of effective youth policy can provoke the protest forms of informal social control: pressure on power, riots, protests, strikes and other forms.

To that end, the results of the regression analysis are of particular interest (see **Table 1**). With the help of a simple linear regression, it was determined to what extent the variables "involve young people in active participation in social control, the vital activity of the state, develop and implement an effective youth policy" and "attract young people to active participation in social control, organization, development and implementation effective youth policy ".

The regression equation has the form (1 and 2):

$$y = a + b * x \tag{1}$$

$$y = 1,821 + 0,454 * x \tag{2}$$

The constructed regression model predicts that the increase of the young people's satisfaction with attracting young people to active participation in social control, the vital activity of the state, the development and implementation of an effective youth policy by 100 conventional units, entails the increase of their satisfaction in the issue of involving young people in active participation in social control, organization, development and implementation of an effective youth policy for 47 people (3).

$$y = 1,821 + 0,454 * 100 = 47,221 \tag{3}$$

If the results are extrapolated to the entire population of 19.7 million, taking into account the standard error of the coefficients (0.121 and 0.060, see **Table 1**), which give an estimate of the accuracy of the identified coefficients (2) when the model results are transferred from the sample in the general population, it is obtained a fairly large number of respondents who will be satisfied with the system of attracting young people to active participation in social control, the life of the organization under the circumstances of their satisfaction of the systems which attract young people to participate actively in social control, state activities, development and implementation of an effective youth policy. Thus, in the general population, the obtained regression coefficients (1,821 and 0.454) will vary within plus / minus 0.212 and 0.060, respectively (4) and (5).

$$a = 1{,}821 \mp 0{,}212 \tag{4}$$

$$b = 0{,}454 \mp 0{,}060 \tag{5}$$

The obtained results allow to determine that more perfect the system of attracting young people to active participation in social control, the vital activity of the state, the development and implementation of an effective youth policy, more perfect it will be in organizations. Social control agents (young specialists) will be most likely to implement the elements of youth policy in such favorable conditions.

CONCLUSION

Based on the analysis of the results of the empirical study, it can be concluded that social control has a complex and direct effect on the effectiveness of the youth personnel policy. At the same time, there is a specificity of the impact of the social control subsystems:

1. Effective implementation of the youth personnel policy in the system of managing organizations in the context of social control is possible when young specialists are aware of all the elements of the youth personnel policy.
2. The main condition for the implementation of the youth personnel policy in the management system of organizations in the context of social control is the existence in the organization of the effective system of informing the staff about the changes occurring in their organization.
3. Modern organizations do not fully use information and communication technologies in the process of informing young employees about the changes ongoing in the organization and in the sphere of their activities. Only 12.08% of the interviewed young professionals receive new information about all the changes in the organization's management system on the official website of the organization. To that end, the direction of informing the personnel about all the changes by using the information and communication technologies becomes relevant and promising. The results of the study showed that the information will be relevant, timely and reliable.
4. Another condition for the successful implementation of the youth policy in the system of managing organizations in the context of social control is to involve young people in active participation in social control, the life of the state and organization, and the development and implementation of an effective youth policy. The results of a survey of social control agents showed that the current attraction system does not fully meet their expectations (almost a quarter of respondents rank it at one and two). Such dissatisfaction with young professionals can provoke them to apply protest forms of social control in relation to the state and the organization.
5. The results of constructing a simple linear regression made it possible to determine how much the change in the satisfaction of young specialists affecting the system of involving young people in active participation in social control, in the vital activity of the state, in developing and implementing an effective youth policy to the level of satisfaction with the system of involving young people in actively participating in similar activities at the level of organization. With the aid of the regression model it is possible to predict the growth or the decrease of the level of citizens' satisfaction with the system of involving young people in active participation in the life of the organization under the changes in the system of attracting young people to active participation in social control and the vital activity of the state.

Thus, a competently grounded algorithm for the formation of conditions for the implementation of the youth personnel policy in the management system of organizations can be built only through formal (administrative) and informal (social) social control.

ACKNOWLEDGEMENTS

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