

Социологи отмечают, что при двух равных предложениях сотрудник выбирает компанию, гарантирующую получение льгот. Известно и то, что все чаще в борьбе за таланты социальные обеспечение используют для того, чтобы «переманить» квалифицированных и ценных работников. То есть, очевидным становится, что рассчитывать сегодня на привлечение высококвалифицированного персонала без предоставления социального пакета практически нереально.

С учетом растущих потребностей перечень льгот, включаемых в социальный пакет, может быть очень разноплановым и разнообразным. В него могут входить как простейшие (оплата мобильной связи, питания, проезда до места работы), так и более значимые и дорогостоящие инструменты мотивации — от добровольного медицинского страхования и страхования жизни до беспроцентных займов, социального обеспечения близких родственников, формирования корпоративной пенсии (рис. 2).

Корпоративная пенсия пользуется интересом у большинства респондентов (69%). Для 16% опрошенных (в основном это опытные наемные сотрудники) наличие этой льготы является решающим фактором при выборе работодателя.

Внимание к корпоративной пенсионной программе связано в том числе и с ажиотажем вокруг системы обязательного пенсионного страхования. До сих пор так и не понятно, что станет с ее накопительной частью, будет ли выплачиваться государственная пенсия через

10–15 лет. И именно по этой причине у работающих и потенциальных сотрудников возрастает спрос на корпоративное пенсионное обеспечение.

Корпоративная пенсионная программа в составе социального пакета является долгосрочным инструментом мотивации. Важнейшая задача такого инструмента — закрепление/удержание персонала, формирование лояльности работника к организации в обозримой перспективе и повышение привлекательности работодателя для новых сотрудников.

Итак, с переходом на рыночные отношения социальный пакет прочно вошел в российскую практику бизнеса и мотивацию персонала. В связи с тенденциями, сложившимися на рынке труда, социальные льготы, бонусы и программы стали главными элементами стимулирования/удержания сотрудников в компаниях. Проведенное исследование общественного мнения о социальном обеспечении доказало важность и перспективность социального пакета.

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## INFLUENCE OF THE SOCIAL PACKAGE ON STAFFING

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### ABSTRACT

*Due to high competition in the labor market, staffing agencies and human resources departments (HR) are literally «hunting» for qualified «brains». In these circumstances, HR managers are designed to create effective programs for recruitment and retention of staff. Social package and its components are becoming the competitive advantage of organizations. The article explores the role of social resources in staffing, the results of public opinion research on the social potential and opportunities for employees offered by employing organization.*

### ENGLISH SUMMARY

**Background.** Staff plays a major role in any company. The functioning of the organization depends on the working people, their skills, abilities, ideas, and willingness to work. Without human resources there cannot be organizations, without qualified personnel it is impossible to achieve any goal.

Personnel management is the process of providing the enterprise (organization, company) with personnel, their effective and efficient use, as well as professional and social development. The



employees, involved in preparation and output of products, determine the success of the total labor. Therefore, in modern system of production there are entire groups (departments, divisions and services) that are engaged in human resource management.

Departments of Human Resources or HR implement control functions, which include, in particular, planning, training, motivation, evaluation of personnel. In terms of market, private property, changing legislation staffing services can acquire new functions, but the basic and unchanging function remains staffing of an organization.

Staffing refers to recruitment of quantitative and qualitative team of employees to address the main objectives of the company operation in the economic space.

Number of personnel is a payroll of employees required for organization functioning. Staff number depends on the nature, scope, complexity, labor intensity of production and management processes, as well as their degree of mechanization and automation.

In turn, the qualitative composition of staff is a complex of professional, moral and personal characteristics, expressing a measure of employees' compliance with the requirements for a specific position. Qualitative composition is reflected in the set of requirements for professional qualification and skills necessary for performance of certain functional tasks.

The need to respect road safety influences staffing of transport organizations. The so-called human factor often becomes increasingly important in the emergence of accidents. For example, the activities of railway staff, specifically, their professional qualification, experience, ability to orient quickly and make the right decisions are of key importance not only for accurate organization of the entire transportation process, but also, and mainly, for its safety and reliability.

The author emphasizes that staff training is a complicated, long process that involves number of stages, in particular the staff recruitment, search and selection of the most appropriate personnel.

Search and selection of staff becomes more and more complicated every year, there is a «hunt» for the professionals at the labor market. Research centre of the recruitment portal « Superjob. Ru» notes that Moscow labor market in January 2013 has been characterized by high activity of employers who have offered 8.1% more vacancies than in December 2012. The author believes that the employers' search for qualified specialists will only worsen and enumerates possible reasons for it. They include:

- economic growth of the country, which constantly needs new people;
- increase in demand for skilled professionals in view of the continuation of the process of technological re-equipment of the main industrial facilities, the introduction of innovative technologies;
- deterioration of the demographic situation, the shortage of human resources.

Working-age population decreases in Russia. In this regard, the labor market remains market-seeker of specialists in various fields. According to

the recruitment agency «Penny Lane Personnel», the demand for candidates in 2012 increased by 5–20%, depending on the scope of business. The same trend was in 2013.

Besides, the labor market is aging. In the coming years a relatively small group of people born in the 1990s – early 2000s will begin working, and those born in the 1950s and early 1960s, when Russia's birth rate was the highest for all the postwar period, will retire. Moreover, the average worker's age is increasing. While in 2005 the average age of economically active Russians was 39.6 years, in 2010, it came close to 40 years. Most Russians engaged in economic activities (in 2010–75.4 million people) are middle-aged workers.

Aging of the labor market is certainly one of the major limitations of long-term economic growth. Working population decreases gradually and by 2030 could be reduced by 12%. Unemployment is already at a fairly low level, i. e. a shortage of supply in the labor market can be a serious problem. Another problem is the fact that skilled workers retire and are replaced by the current generation without work and life experience, only with a theoretical basis behind. Consequence of the marked trend is the need to motivate all categories of staff, including highly qualified professionals and senior managers to stay working in the company and in the industry.

Staff turnover causes considerable damage to the organization. The author provides certain examples. Today, as it is estimated by domestic and foreign experts, costs of replacement of one worker make up 7–20% of his annual salary, of one specialist – 18–30%, of one manager – 70–100%. Losses grow when employees are narrowly focused specialists, for example locomotive drivers or assistant drivers.

So, nowadays a huge role in achieving the required quantity and quality of staff starts playing staff motivation. Today, potential employees are increasingly attracted by social benefits offered by the employer.

The author notes that employees pay more attention not to the material components of motivation (remuneration, bonuses), but to intangible components (professional and career growth, social support measures that allow to maintain a balance between work, personal life and other things).

**Objectives.** The main goal is to find out the attitude of Russians to the social package provided by the employer.

**Methods.** From August to October 2013 the author carried out an anonymous survey-questionnaire on social security.

**Results.** The study involved 147 respondents from Moscow and Moscow region: the age of the respondents – 20 to 65 years, 8% – entrepreneurs or business owners; 72% – employees; 12% – students; 5% – pensioners, 3% – temporarily not working people.

The study shows that social package (social benefits) is important for the majority of respondents (82%) and is a determining factor in choice of an employer (See Pic. 1).

Social package is a set of additional social benefits provided by the employer. These additional benefits and bonuses are formed by employers

on their own initiative and mostly on a voluntary basis. Thus, he and his organization develop loyalty among staff, create a competitive advantage in the labor market in order to attract and retain the best employees in the company.

According to the surveys, a few years ago a social package could be the determining factor in choosing an employer only for a third of potential employees, but today an increasing number of respondents pay attention to social guarantees. Obviously, if a person goes all out on his work, he needs appropriate conditions of work and rest. In this regard, the employee begins to appreciate the concern of the employer in the form of social benefits, bonus programs more.

First social package began to be formed in the major U.S., European and Japanese corporations, which were forced to reckon with the growing need to attract and retain skilled employees. Effectiveness of the social package in foreign companies is fully tested in practice.

As for Russia, the system of social benefits for workers in the USSR emerged through the creation of enterprise funds, reaching its peak after Kosygin reform (1965–1970 gg.). The distribution of these funds was associated with job performance, but mainly leveling approach was dominant. Later, during Perestroika and the transition to a market economy, social protection of workers by organization was lost. In the 1990s the majority of workers of domestic companies were motivated by money in the form of bonuses for the holidays, seniority and promotion.

Now social package is an integral part of conventional Russian practice. It is offered by any respectable organization, which is interested in qualified staff.

Research conducted by the author, shows that 60% of all respondents will not work in an organization where there is no social security for employees. The respondents, who are ready to work in companies without social security (40% of all respondents) involve:

1) Unemployed and temporarily not working people (100%). Most likely they are interested exclusively in wages for a normal existence in society.

2) Entrepreneurs and business owners (58%). This category of citizens assumes responsibility and risks of their personal welfare and social

security. At the same time as employers they are «on the opposite side» of employees, their interests are to increase company's profit and minimize staff costs.

3) Employees (39%). 54% are women aged 20 to 35 years (most having children or periods off the job). And 46% are men of the same age: it can be assumed that they do not pay much attention to the choice of the employer, because they do not have proper level of qualification. Most likely the main purpose of this category of people in employment is to gain experience to further build their career in a more stable company with the provision of social benefits and guarantees.

4) Pensioners (38%), who probably enjoy the social benefits provided by the state, and work for the sake of monetary rise in less reputable companies.

5) Students (28%) without work experience, who agree with all terms of employment for the acquisition of seniority and employment records.

In view of the growing needs, the list of benefits included in a social package can be very diverse and varied. It may include both simple (payment of mobile communication, food, transportation to the place of work), and more significant motivation tools – from voluntary health insurance and life insurance to interest-free loans, social security for close relatives, corporate pensions.

For 16% of respondents (mostly experienced salaried employees) the availability of corporate pension program is an essential factor in choice of an employer. Attention to corporate pension program is related to the changes in the system of the mandatory pension insurance in Russia, because it is not clear now whether pension will be paid in 10–15 years. Corporate pension program as part of a social package is a long term motivation tool. The most important task of this tool is staff retention, formation of employee loyalty to the organization in the short term and increase in the attractiveness of an employer for new employees.

**Conclusions.** With the transition to market relations social package has become an integral part of Russian business practices and staff motivation. Due to the trends in the labor market, social benefits, bonuses and programs have become essential elements of encouragement / retention of employees in companies. The study of public opinion on social security has proved the importance and potential of social package.

**Keywords:** personnel management, motivation, social package, corporate pension program.

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