Motivational Mechanisms of Human Resources Management in the Electric Power Industry

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Abstract: Human resource management is multifaceted, and determining the motivation system for employees and workers in an organisation is a complex and ambiguous task. Considering such a complex industry as the electric power industry, it is necessary not only to create a motivational structure that meets the needs of highly skilled personnel, but also the ability to motivate low-skilled workers.

1 INTRODUCTION

To maximise the efficiency of activity in any branch of the national economy, it is necessary to use the available potential in the most rational way. This paper proposes to consider the specifics of labour potential of the subject of electric power industry, and ways to increase the return on human capital.

Modern economy is built on intellectual capital, when optimisation of the use and qualitative development of human capital becomes a strategic objective of any economic entity. People, their knowledge and skills are a complex multifunctional system, the management of which should be aimed at maximising returns from their use. The result of such activities is the formation of intellectual rent, without which it is impossible to achieve sustainable development (Sokolov, Zavyalova, 2018; Degtereva, Zaytsev, Dmitriev, 2019).

The relevance of the study is determined by the importance of human resources for the successful functioning of economic entities in all spheres of economic activity, including the electric power industry. In order to get a return on available labour resources, it is necessary to identify ways to increase their productivity.

This paper is to consider the possibility of forming motivational mechanisms of human resource management in the electric power industry to unlock the potential of workers and employees.

In the scientific environment there are many approaches to the formation of motivational mechanisms at the enterprise, which represent an integral system. This system is characterised by complex organisation and differentiation. Getting maximum efficiency from such a system is possible due to the implementation of organisational and economic measures that allow to create the most favourable conditions for obtaining a positive effect from the use of human capital of the subject (Delery, Roumpi, 2017).

2 MATERIALS AND METHODS

The theoretical and methodological basis of the study was formed by management theories, scientific works of domestic and foreign authors in the field of research of motivational mechanisms of human resource management in organisations.

The methodological basis of the study was economic and mathematical methods and system analysis.

3 RESULTS

The peculiarities of the electric power industry are related to the need to attract highly qualified

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personnel and the need to operate in remote areas, which requires finding ways to incentivise employees by both economic and non-economic methods to maximise the efficiency of such personnel, as well as the use of low-skilled personnel in jobs that do not require professional competencies.

Considering the need to attract qualified personnel, it is worth noting the current trends related to the need to implement renewable energy development projects, especially in territories remote from metropolitan areas.

In such circumstances, incentives for workers become an important aspect of an organisation's performance. The remuneration of highly skilled personnel should be appropriate, but intangible factors and a well-developed infrastructure are also important. Motivation of human resources becomes a complex element of labour under these conditions (Delery, Roumpi, 2017; Goryunov, Nazarova, Zhiltsov, 2018).

The formation of a motivational environment is impossible without taking into account the activities that have to be realised in territories located far from metropolises. Studies have proposed to involve migrants in many unskilled jobs, which is interesting from the perspective of human resource management, given the minimal investment and the lack of strict need to implement complex motivational mechanisms (Kozlova, 2020). The attraction of migrants can greatly reduce social tension in the territories, but requires significant investment in infrastructure development. It can be considered rational to locate power facilities in sparsely populated territories, where migrants can be easily integrated without threats of social conflicts with the local population (Tarbastaeva, 2017).

Figure 1 presents a logical scheme of interaction with specialists, according to which the formation of appropriate working conditions in combination with the injection of investment costs into infrastructure will make it possible not only to attract specialists to remote enterprises, but also to increase their motivational potential. The result of such a process is an increase in the efficiency of production in the territory (Kozlova, 2020; Dubanevich, Dmitriev, 2020).

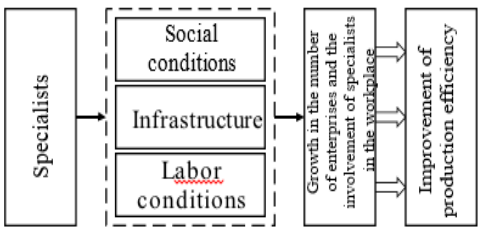


Figure 1: A logical framework for the impact of engaging specialists on production efficiency.

The development of motivational mechanisms in these conditions requires significantly lower investment costs, but the national characteristics of workers should also be taken into account, if conditions have been created to attract migrants to non-professional work. Such practices are already in place, as most migrants tend to come to big cities with developed infrastructure, and their transport to remote areas facilitates integration processes and will allow to obtain a positive effect without threats to the local population. This requires the development and implementation of specialised investment projects on the part of economic entities in the electric power industry (Tarbastaeva, 2017; Dubanevich, Dmitriev, 2020). Remote areas complicate the relationship between big cities and provinces, the more so the electric power industry is very important for socio-economic development. In particular, we can consider the Far East of the Russian Federation, where there is too little population in gigantic territories, but there is a great potential for economic development. In such territories, the electric power industry has to supply not only significant vital facilities, but also many economic facilities. The difficulty of attracting personnel of appropriate specialisation to such territories is beyond doubt, and the development of the electric power industry, including renewable energy, requires the implementation of a policy to attract highly qualified personnel (Goryunov, Nazarova, Zhiltsov, 2018; Rokov, Iokhimovich, 2020; Chernov, 2009).

The investment policy should be aimed at incentivising personnel and maintaining their functionality at an acceptable level. At the same time it is necessary to take into account the social trends of modern society. The electric power industry is a specific activity that can threaten the ecology and the surrounding wildlife. This fact requires not only to incentivise workers and staff, but also to achieve certain successes in environmental protection and maintenance of species biodiversity, without allowing negative externalities from their activities. In the near future, such practices should bring certain social effects, which is associated with the humanisation and transformation of social relations around the world (Sokolov, Zavyalova, 2018; Zakharchenko, Hasanov, Yumashev, Admakin, Lintser, Antipina, 2018).

In addition, there is a growing need to find new ways to rationalise production processes in order to reduce transaction costs and maintain production processes at a sufficiently high level, taking into account the need for human resources. This can be done by implementing projects aimed at both obtaining production efficiency and rationalising the management of people. Such projects include lean production tools. (Shibanov, Losev, Zhiltsov, 2019).

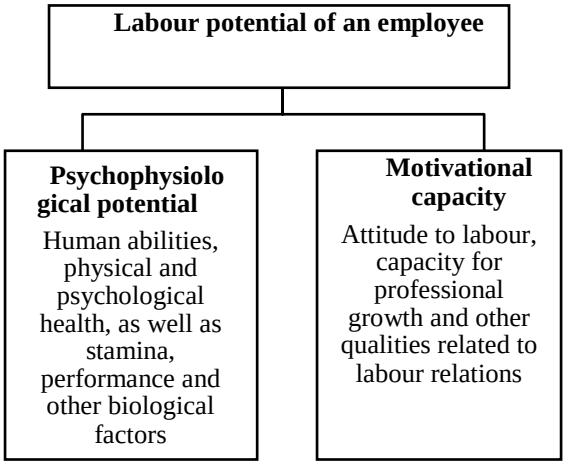
The incoming development of scientific and technological progress increases the requirement for qualification, education and psychological qualities of human resources. Personnel in the electric power industry should fulfil many requirements and possess decision-making skills in non-standard situations.

4 DISCUSSION

Any economic entity should maximise the use of all available opportunities to ensure efficiency. Human capital is one of the most important resources that influence the success of processes within an organisation. The management of people not only ensures sustainability in the market, but also determines the prospects for strategic development.

Human resource management consists in purposeful activities performed to obtain the return on personnel both in the interests of the economic entity and the employees themselves. Such conditions require the creation of a corporate management system based on the use of innovative technologies and fundamentally new motivational mechanisms.

The effectiveness of personnel management requires the formation of motivational potential, which is a consequence of motivational mechanisms implemented at the enterprise. Motivational potential is directly related to labour potential (Radko, 2018), which combines intellectual and physical qualities of a person that influence production activity (Sokolov, Zavyalova, 2018; Chekmarev, 2013). Figure 2 shows the components of human labour potential, the totality of which motivate a person to conduct purposeful activity.



Before building a model of the motivational mechanism, it is necessary to consider the motivational potential of employees, taking into account social ties and forms of social relations at work. It is necessary to provide an understanding of the direction in which the employees seek to develop, what conditions they need, and how they respond to changes in the environment.

5 OBSERVATION

Without motivational potential, it is impossible to talk about the rational conduct of activities, as the workforce will have no desire to perform their job duties. The higher the motivational potential is, the greater the involvement of employees in the organisation's affairs will be.

When motivational potential increases, efficiency first increases and then declines, hence it is necessary to maintain a level of motivation that will maximise efficiency from the use of human resources.

From the organisation's point of view, it is necessary to appoint a specialist who will deal with motivation in the process of conducting labour activities; to link in the budget the costs of work incentives and encouragement of employees by economic and non-economic means; to describe the rights and obligations of employees in contracts regulating labour activities and so on.

The motivational potential of each individual employee is formed due to the impact of many elements, the totality of which generate motives. The formation of motivation of an individual employee can be represented in the form of a model demonstrated in Figure 3.

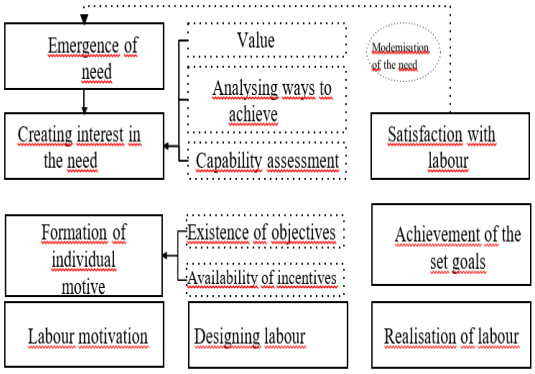


Figure 3: Formation of a motivation model for an individual employee of an organisation.

The outcome of this model is the fulfilment of employee needs. However, the needs of any individual are infinite, so fulfilling one need may modernise it into a new one.

The functioning of the motivational mechanism of human resources management should be based on the use of modern technologies, in particular, information and communication systems. The labour

market is not constant and its demands are always increasing, hence, highly qualified personnel are required to develop their competences and have developed psychological properties of personality.

Intellectual capital of any organisation is the main success of sustainable development, and it is impossible for an electric power company to exist without quality characteristics of human resources. The organisation needs to select intellectual personnel who can not only cope with the tasks they face, but also participate in continuing education, have skills in working with information systems, and under the influence of motivation there is an opportunity to improve the efficiency of production processes.

6 CONCLUSIONS

Modelling of the motivational mechanism should start with the organisational management structure and human resource management structure. The creation of corporate values is carried out over a long period of time.

The motivational mechanism should be of a continuous nature, because over time there is a decline in employee commitment and this is reflected in their labour results.

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