

Innovations in the Organization of Labor Activity of Employees of an Industrial Enterprise

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Abstract: The authors of the article propose innovations in the organization of labor activity and personnel management of an industrial enterprise. Conduct an analysis of the payment system of labor in an industrial enterprise. They analyze foreign literature in the field of motivation, labor organization and personnel management. Recommends an algorithm for calculating the actual amount of the premium in an industrial enterprise.

1 INTRODUCTION

The issue of effective human resource management has always been a priority for the management of any enterprise. After all, the key result of the company's activities – profit-will depend on how well the work of the staff is built. It is not enough for a modern enterprise to produce high-quality products, increase productivity, and increase the sales network, but it is necessary to increase the social and environmental responsibility of the business to its staff and society as a whole. Managing a company's sustainable development is an important aspect for achieving the success of the entire enterprise.

In times of rapid development of artificial intelligence, automation, and human-machine interaction, people will remain the core of industrial companies (and their HR functions). In fact, at all levels of the organization, each employee will need to create even more value for the business. Given this reality, and the large differences in performance between mid-level and top performers, the strategic importance of HR increases [1].

In particular, HR will create value by identifying the right person for each job in a more fact-based way and supporting those people to fulfill their full potential.

Taken together, industry-specific features and fundamental changes in human resources management in various industries have profound

implications for the human resources management functions of industrial enterprises.

In light of this, industrial enterprises should consider updating their HR strategy and rethinking their HR model.

To start this journey, oil and gas companies may consider prioritizing four strategic actions:

1. Provide more personalized development for key employees to support them in their role and context.
2. Encourage the transition from programmatic change to continuous improvement, such as working on empowering leaders and piloting alternative operating models.
3. Develop a roadmap for analyzing people using a combination of proven methods with a clear link to value creation and more experimental but highly effective applications.
4. Develop your digital talent strategy to support each area of the business in responding to technological advances.

In each organization, we also see a number of areas where an updated approach to human resources management can bring significant benefits.

Digital skills and capabilities: as in other areas of industrial enterprise business, artificial intelligence, analytics, and digital tools will also provide value creation opportunities within the HR function. Therefore, HR itself must begin to build capacity in these areas.

The algorithm for calculating the actual amount of the bonus based on the bonus indicators using formula 1:

$$X = \frac{Z}{100 - Y_1} \times (Y - Y_1),$$

Where:

X - the desired bonus amount;

Z - target bonus amount when completing the goal by 100%;

Y – the actual percentage of goal completion, but not higher than the maximum percentage for bonus accrual;

Y₁- the minimum percentage of completion of the target assignment for the award, below which the award is not awarded.

Let's consider the recommendations of the strategy of bonus employees involved in the production process in an industrial company of the Samara region. They are presented in table 1.

Table 1: Target values for the performance of bonus indicators and bonus percentages.

Bonus performance indicators	Target premium amount, in %		% completion of the target value, for bonus accrual	
	When the target is met by 100% (z)	When the target is met by the maximum percentage %	Minimum percentage, % (y1)	Maximum percentage, %
Implementation of the production volume plan (depreciation deductions)	0.25	0.5	90	110
Meeting the goals of minimizing the claim defect (depreciation deductions)	0.25	0.5	90	110
EBITDA	4.5	9	90	110
Total	5	10		

2 CONCLUSIONS

The formulas proposed by the author for calculating the bonus for employees of an industrial organization of the Samara region allow to increase the involvement of personnel and their motivation, and as a result, to increase labor productivity at an industrial enterprise

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