Personnel engagement based on quality standards requirements as a factor in modern organization development

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Abstract. The article describes the main stages of the development and implementation of the process of engaging and improving the competence of employees as one of the principles of the quality management system by the example of a transport company. Based on the international standard ISO 10018:2014 "Quality Management. Guidelines for Employee Engagement and Competence" the strategic process of employee engagement and competence is considered. It was noted that often the engagement of employees is based on the stimulation of employees' work, which is not the main tool of their interest and retention. It is necessary to move to a new level of work with personnel, to create conditions for their involvement, to qualitatively improve this process. The importance of employees' labor assessment, improvement of their qualification and development for the growth of employees' performance and competitiveness growth of the transport company as a whole was determined. The role of managers and their leadership qualities in the implementation of the personnel engagement system has been determined.

1 Introduction

Effective operation of a transport enterprise is aimed at creating transport products in the form of services corresponding in volume, nomenclature and quality to the requirements of consumers. In this regard, the standards of the quality management system play an important role in increasing customer satisfaction of the transport enterprise. One of the main problems in the development and implementation of the quality system at the enterprise is the lack of attention of management to the role of the human factor, as well as the low level of employee engagement in the activities of the transport company.

2 Literature review

The basis for the analysis of information and development of the process of employees' engagement in the labor process was the scientific works, results of domestic and foreign

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scientists on the topic of research, study of domestic practice of personnel engagement based on the requirements of quality management standards.

The direct process of employee involvement by line managers in the current work is different from the strategic process of engagement and includes the following four steps, having as input data on the needs of the organization, policy and development goals, previous analyses of employee involvement: [1]

1. Analyzing the status of employee engagement and competency availability;
2. Planning the employee engagement process and creating conditions to improve employee engagement;
3. Implementation of the system of personnel involvement;
4. Evaluating the status of employee engagement.

The outcome of the process should include the following results:
- Appropriate staff competence to perform job duties and tasks;
- Involved employees;
- Documentation for the analysis of the involvement of employees and the presence of the necessary competences.

3 Practical significance, suggestions and the results of realization, the results of experimental research

Often in the enterprise companies try to transfer the engagement of employees only into the interest of employees in monetary remuneration, but this does not correspond to reality. It is impossible to retain employees with one salary or bonus payments and thus try to improve the quality of the labor process, although this method is the most popular in modern conditions. It is known that money, as a powerful internal factor of labor activity, motivates personnel within certain limits. Reaching a critical mass, wages cease to be a significant motivator of labor.

Modern advanced organizations, including transportation companies, today are moving to a new level of work with the personnel, they are trying to involve employees in the work, increasing their interest in various ways, such as a clear task setting, regulation of job duties and definition of responsibility areas at each workplace; development of individual and group goals, transparency of pay and incentives system; organizing feedback and promoting two-way exchange of information; organization and verification of the workplace. In developing and solving these issues, a huge role belongs to the employee's supervisor as well as the human resources specialist.

Today in practice many companies, creating conditions for the involvement of employees in the labor process, have moved to the measurement of loyalty and involvement, using a system of anonymous social surveys. For example, AXES Management offers to study employee engagement based on three behavioral indicators. The first one is the employee's opinion about the company: what the employee says about the company to his friends; whether the employee recommends the company to his friends. The second is analyzing employee satisfaction and potential turnover in the organization. As a rule, an involved employee is ready to work in the company for a long time. And, the third indicator, it is an assessment of staff performance on the basis of developed key performance indicators.

To assess the staff engagement, it can be proposed to use different questionnaires, where indicators of loyalty may be internal factors of attractiveness of work for employees (Table 1).
Table 1. Employee engagement factors.

<table>
<thead>
<tr>
<th>Engagement factors</th>
<th>Proportion of respondents who indicated this factor, %</th>
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<tbody>
<tr>
<td>Company keeps salary promises (amount, timing)</td>
<td></td>
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<tr>
<td>I feel my own value for the company</td>
<td></td>
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<tr>
<td>I get involved in company decision making, my ideas are heard and considered</td>
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<tr>
<td>I have a clear understanding of the goals I have in front of me and the risks of not achieving them</td>
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<tr>
<td>I can see my career development here for at least 2-3 years ahead</td>
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<tr>
<td>My supervisor in the company is a leader, a mentor</td>
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<tr>
<td>The company has well-established business processes and internal communications</td>
<td></td>
</tr>
<tr>
<td>I know and share the values on which the business and work of the company is based</td>
<td></td>
</tr>
<tr>
<td>The company has a comfortable office and work places</td>
<td></td>
</tr>
<tr>
<td>I sincerely like the products and services offered by the company to the market</td>
<td></td>
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<tr>
<td>The company is concerned about my health</td>
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<tr>
<td>The company has a program of personal development for employees</td>
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<tr>
<td>Regularity of my participation in training programs in my profile</td>
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<tr>
<td>The company is a leader in its industry or area of business</td>
<td></td>
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<tr>
<td>When I say I work for this company, others think it's prestigious</td>
<td></td>
</tr>
<tr>
<td>The company has a well-known brand or well-known brands in the market</td>
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A positive result of staff involvement is employees who are so engaged and interested in their work that the quality of the service at the output of the process, becomes for them an indicator of their own self-esteem. In this connection we can say that the quality of a product or service depends on the extent to which employees are actively involved and effectively integrated into the processes of the organization. It is necessary to identify, develop and evaluate the knowledge, skills, behaviors and attitudes of workers toward their work, as well as the working conditions required to effectively engage personnel with the appropriate level of competence [2].

The strategic process of employee engagement based on the process approach is defined by the requirements of ISO 10018:2014, "Quality Management. Guidelines for employee engagement and competence" (Fig. 1) [1].
Thus, the input of the process of involvement is the needs of the organization, including human resources, and the output - the result of the process is the results of the organization (economic and financial indicators of its activity), indicators of efficiency and effectiveness of employees' work, quality of products or services produced.

The effectiveness of implementation and functioning of quality management system as a management tool for implementing corporate strategy depends on whether the company managers are leaders for employees and whether they have a high degree of interest in the very process of involving the employees and increasing their competence. The staff must be confident that the manager appropriately sets the goal, defines the tasks, provides resources, creates conditions for involvement in order to meet both organizational and individual needs of employees, and takes responsibility for the result. Only under such conditions employees themselves will be ready to work harder and more responsibly, to find reserves for increasing labor productivity and quality of work/services, to optimize business processes, to use their abilities and intellectual potential for achieving the set goal as effectively as possible.

For a complete vision of the employee engagement process, below is a detailed description of each stage of engagement:

1. **Employee engagement status and competency analysis**: line managers collect and analyze data related to the organization's short- and long-term goals for employee engagement and competency. The performance of each unit should be analyzed based on the performance evaluations of the unit's employees, as their personal performance, as well as the performance of the unit and the entire company, depends on their performance and the level of competence of each individual. At the first stage it may be difficult to involve employees in the process of goal setting, as it is possible that the opinions of only the most active or the most competent employees will be taken into account. In order to work effectively in the process of personnel involvement analysis it is necessary to work with all employees, not dividing them into successful and not successful. One of the options for implementing this step can be meetings with employees, which are recommended in the following steps:
   1. Communicating to employees general information about the purpose of the meeting;
   2. Discussing the basic principles of engagement and competency development;
   3. Individual employee's description of his/her vision of engagement and his/her own assessment of personal competences;
   4. Making suggestions on how to increase the involvement and competence level of each employee.
One of the results of this process could be the profile of an ideal involved (successful) employee, formed as a result of the survey. The involved employee profile should include the necessary set of professionally important and personal qualities, competencies, as well as job performance standards for specific jobs. As an alternative to the profile, it can be proposed to develop a competency model of a successful employee, and when developing job performance standards, a number of requirements should be taken into account, such as:

- The standards must be quantifiable;
- The standards must be supported by adequate resources;
- The established standards must have clearly defined procedures, technological instructions and training programs;
- The standards set must be perceived by employees as fair.

2. Planning the engagement process and creating conditions to increase the level of employee engagement: Line managers develop and maintain engagement procedures in order to increase interest in the content and process of work, as well as the development of relevant competencies, both at the organization and individual levels. The analysis and definition of employee engagement strategies is determined by the top management of the organization, and increasing employee interest in current and operational work based on engagement is the task of line management. And as part of this work, the following rules should be considered:

- Articulate the work goals of each subordinate and identify those work tasks in which the employee lacks involvement or competence accurately and clearly;
- Identify the reasons for the lack of engagement and how to overcome those barriers;
- Find an individual approach to each employee in order to increase their interest in their work;
- Create plans for employee engagement and competency development in a timely manner as feedback is received;
- Develop a process for monitoring the completion of planned assignments;
- Address negative factors that could impede employee engagement or competency development in a special way;
- Set a personal example of engagement and diligence to improve the quality of the unit and each employee.

3. Implementing a system of employee engagement: Line managers implement plans and related activities in order to achieve the set goals in the area of employee involvement and competence improvement. The subjects of this system are both the employee's direct supervisor and the company's HR manager.

As part of the engagement system implementation, a big role is played by the employee's supervisor, who should directly plan his work, organize, control the result and give feedback on its improvement. We can suggest the following ways to influence employees to increase their involvement in their work and in the improvement of the organization: clear definition of responsibility and authority; development of a transparent system of recognition and reward; promotion of an open, two-way exchange of information; ensuring effective group work; communication of suggestions and opinions; evaluation of employee satisfaction; finding out the reasons why employees come to the organization and why they leave it.

For the success of personnel involvement and competence improvement measures, it is necessary to understand that the development and implementation of the company's quality management system depends on the implementation of quality management principles, one of which is personnel involvement. If quality management principles do not work, the quality management system does not work. In the conditions of competitive struggle for attraction of external clients, taking care of quality of works and services is a priority for the organization and gives an opportunity to satisfy both corporate and individual personal needs, to obtain both material and non-material benefits. And here an important issue for transport companies is the issue of formalizing consumer requirements for the quality of transport
services, that is, the development of transport service specifications, as a detailed and accurate description of the requirements for the transport service is the basis for designing a valid system of evaluation of the personnel of the transport company.

For example, the requirements for the transport service can be spelled out as clearly as possible using the existing transport characteristics, such as the quantitative characteristics of the transport service (rolling stock, staff); characteristics of transportation safety; characteristics of service ethics; politeness and competence of company employees; characteristics of accuracy and completeness of the transport service, etc.

It should be remembered that in the overall system of personnel involvement an important role is played by effective tools and methods of motivating employees, such as the introduction of a system of evaluation and attestation of personnel, education and training for employees, career management; stimulation of creativity and initiative in decision-making of the company. For example, when implementing a system of evaluation of individual employees to analyze the results of their work can be used quantitative and qualitative indicators of implementation of transportation services, and to assess the effectiveness of the employee can be recommended indicators such as the index of customer satisfaction, performance of work without cost overrun, without claims from consumers and others. The results of the assessment, in turn, for each employee are the basis for the development of individual plans for their training and development. In this case the initiative of planning the need for training should come from the direct managers, as well as from the employees themselves in order to form the necessary professional skills and competencies. It is important to understand that the level of qualification and qualitative characteristics of an employee directly determine the quality of transport service.

It should be noted that at present it is increasingly popular among Russian transport companies to implement the now convenient digital training. The majority of Russian companies give preference to the training of their employees using digital platforms. For example, Russian Railways JSC uses such platform as Mirapolis LMS (developer - Mirapolis LLC) for training its personnel, which is an online corporate training management service for personnel to create their own courses using various editors, organize and conduct training, provide data exchange with other corporate systems. The advantage of this platform is the ability to upload any types of learning materials, including support for international standards SCORM 1.2, SCORM 2004, AICC and Tin Can; the ability to customize the corporate interface style. [3]

Thus introduction of the system of personnel involvement is an important stage, which allows to form a so-called "critical mass" of personnel (not less than 25% of the total number), which is ready to support changes and innovations in the company. A large number of uninvolved employees, acting only for their own benefit, indifferent to the results of their work, can lead to serious losses in the company and reduce its competitiveness [4].

We believe that in order to ensure the mutual benefit of the company and employees it is necessary to pay attention to the following aspects:

1. What is the role of planned activities to implement engagement and competence building in the quality management system?
2. Are there possible alternatives for the planned activities in the absence of effectiveness?
3. Which of the options for implementation measures is most appropriate in the company's environment?
4. What should be taken into account when carrying out these activities?
5. Who is responsible for each event stage?
6. How will the effectiveness of the implementation of the activities be determined?
And here a major role in solving these issues is played by a manager, because the involvement of personnel in the improvement of the organization is inextricably linked with the leadership of the manager.

The management should encourage in every possible way and by personal example show job involvement, make employees understand that their professional behavior corresponds to the corporate model of behavior of an ideal involved employee with a set of necessary competences. In this case, each employee at his workplace will take an obvious position of involvement for his colleagues, there will be a need to constantly show the behavior of an involved employee.

4. Assessment of the employee engagement status: Line managers analyze and evaluate the implementation of planned indicators, actions and results obtained in order to continuously improve activities. At each step, planned activities should be analyzed to make sure inputs and outputs are correct. These steps apply to all management levels: organization, group and individual.

In order to determine the success of the process of implementing employee engagement and competency building activities, it is necessary to find out the opinion of employees. Here it is necessary to conduct a survey of employees, the purpose of which will be to collect information about the factors that hinder the effective work of staff, or not interested in the results of work and improvement of the quality of work/services performed.

Also within the framework of the 4th stage it is proposed to calculate the performance indicators from the involvement of personnel in the process of improving the quality of work/services. Since according to ISO 9000:2015 "efficiency is the ratio between the achieved result and the used resources", the results of personnel involvement may be such indicators as labor productivity; number of implemented innovative labor methods; increased number of employees who were trained on their own initiative; training costs; increased level of professional competencies possession; increased number of active users of corporate networks for information exchange; increased number of As spent means of the company on process of involvement of the personnel can be - expenses for selection, training and an estimation of the personnel; expenses for introduction of innovative projects; development of corporate mass media, etc.

4 Conclusions

In conclusion, it should be noted that without management leadership and trust on the part of the staff, support of the principles of the organization, successful activities to involve employees in the process of quality improvement are impossible. The management of the organizations aimed at implementation and development of the quality management system is recommended to apply the following principles in the management practice for effective involvement of the personnel:

- Set a personal example of involvement in the quality improvement process;
- Provide feedback to each employee about his/her performance evaluation;
- Provide a high level and opportunity for continuous staff training and support employees in their desire to develop the competencies they need for their work;
- Not be afraid to delegate authority to the job level;
- To create conditions in the subdivisions for realization of labor and creative potential of the personnel;
- Encourage the introduction of new rationalization proposals and innovative ideas.
5 The discussion of the results

The issues of involvement and engagement of employees in the activities of companies today are topical and actively discussed by both HR management theorists and HR practitioners. The experience of the most successful companies in Russia shows that the creation of attractive conditions for the involvement of employees in the labor process gives a 2-3 times higher return than funds aimed at solving purely production tasks [5]. Employers understand that if employees do their work with interest, involvement and interest in it, the results of their work will be significantly higher, because they are satisfied with working conditions, loyal to the organization, share its values and goals, and willingly perform the tasks set. Thus, it is proved by practice that increase in loyalty of workers by 1 %, leads to increase in loyalty of the client by 1.25 % and growth of proceeds by 0.9 % [6]. The problem of personnel involvement and engagement began to be considered in management practice most deeply in the period of active implementation of quality management systems in the management mechanism of companies on the basis of international standards ISO 9001. Thus, in the standard ISO 9000:2011 "Quality management systems. Basic Provisions and Glossary" standard the personnel involvement is one of eight principles of quality management, which influences the improvement of business processes, products/services characteristics, since "employees at all levels form the basis of the organization and their full involvement in the process of improving the activity enables the company to benefit from their abilities" [7]. Employee engagement is the process of enabling workers to be immersed in their work for the sake of achieving common goals. The result of this process is the employees who are engaged and motivated to do their jobs well. And here the relationship between the concepts of involvement and engagement is interesting. William Kahn was the first to define personal employee engagement. In one of his works, he defined engagement as "the result of members of an organization learning their job roles. Involved employees are realized physically, intellectually, and emotionally in the process of their work." [2]. To paraphrase W. Kahn's definition, engagement can be defined as an emotional and intellectual state in which employees strive to do their jobs as best as they can. And as a consequence, engaged employees have increased competence, that is, the ability to apply their knowledge, skills and abilities in practice, based on which the quality of the production/service delivery process also progresses [2]. In continuation of the analysis of the processes of involvement and engagement, let us turn to the international standard ISO 9000-2015 "Quality Management Systems. Basic Provisions and Glossary", where it is stated that for effective and efficient management of the organization it is very important to respect and involve all employees at all levels of management. It states that it is essential that all workers are competent, empowered and involved in creating value. "Competent, empowered, and engaged workers at all levels of an organization enhance its ability to create value" [7].

References

