

SPECIAL FEATURES OF ADAPTATION OF YOUNG SPECIALISTS AT THE ENTERPRISES OF THE ENERGY SECTOR: EMPIRICAL RESULTS

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ABSTRACT

In this article the adaptation of young specialists is studied mainly as a system of adaptation to factors of enterprise's environment, and the abilities to use social and professional competences formed during the high school period. To study the characteristics of socio-professional adaptation of young specialists in industrial companies, in particular in energy sector, quantitative and qualitative methods of data collection were used – mass survey of young professionals and a structured expert interview with managers of energy sector's companies. The main results of the author's study presented quantitative data that describe the features of the process of adaptation. Based on these data, it is determined that adaptation, professional development and self-realization of a young specialist is associated, firstly, with the development of professional identity, introduction to professional role and status, with getting employable knowledge and skills. The obtained results can be used in the personnel policy of industrial enterprises of the power sector, as well as training professionals according to the updated educational standards in educational institutions of higher education.

Keywords: *young professional, socio-professional adaptation, adaptation factors, education, professional socialization, and the energy industry*

INTRODUCTION

The degree of effectiveness of social-professional adaptation should be evaluated through the success of the assimilation and reproduction of professional values and skills, of professional capital at the empirical level by young specialists. The problem of using of professional capital [1,2], is also raised at present in the context of the formation of personality, including a young specialist [3,4]. The level of social and professional socialization of this group occurs in the real conditions of the professional environment. In this regard, the need to increase professional knowledge, gaining skills and basic competencies [5], their implementation in professional conditions by young specialists is constantly increasing.

The problem of optimization of professional training, adaptation and socialization of the young specialist still stays urgent now, especially because their bases are formed in the process of training specialty, which level of learning subsequently reflects its projection on the directive of the socio-professional behaviour of the young specialist in general [6-8].

METHODS

In this regard, in 2012 the author's sociological research was held through questioning of young professionals of the power industry, with the aim of identifying special features of adaptation of young specialists. A representative quota sample consisted of 796 people with an acceptable sampling error of 5%. Also for a full empirical picture in the same year a structured expert interviews with CEOs and middle managers, experts of personnel services of the enterprises of power industry of the Republic of Tatarstan was held (n=15 people).

RESULTS

The results obtained on the basis of empirical data are the following: the special features of young specialists' adaptation have been determined, including the factors that create the main problem in the process of adjusting to a new place of work (see Pic.1).



1. skoree psikhologicheskiye - psychological
2. ne bylo trudnostey v adaptatsii - were no difficulties in accustoming
3. skoree kvalifikatsionnyye - skilled
4. zatrudnyayutsya - otvetit - difficult to answer

Pic.1. Assessment by respondents of the reasons creating the main difficulty in the course of accustoming to the new place of work, % to the interrogated respondents

It was revealed that for 49% of respondents the main difficulty in the adaptation process has been the level of qualifications, 32% had faced psychological difficulties. Only 6% of the interviewed young specialists had no difficulties in the adaptation process.

It is known that professional knowledge and skills contribute to the formation of a high degree of adaptation of young specialists. Based on these data, it follows that the professional competence of young specialists is not enough, that may significantly hinder the process of their professional socialization in the future, including the skills of teamwork, self-organization, etc.

Due to the high percentage (62%) of lack of knowledge, one of the solutions could be the invitation of staff of departments of the University to conduct classes with the aim of increasing the skills of enterprise's employees (see Pic.2).



1. да, приходилось сталкиваться - yes, the problem existed
2. нет, не сталкивались - no, the problem didn't exist

Pic.2. Assessment of respondents of shortage of knowledge at the beginning of professional activity, % to the interrogated respondents

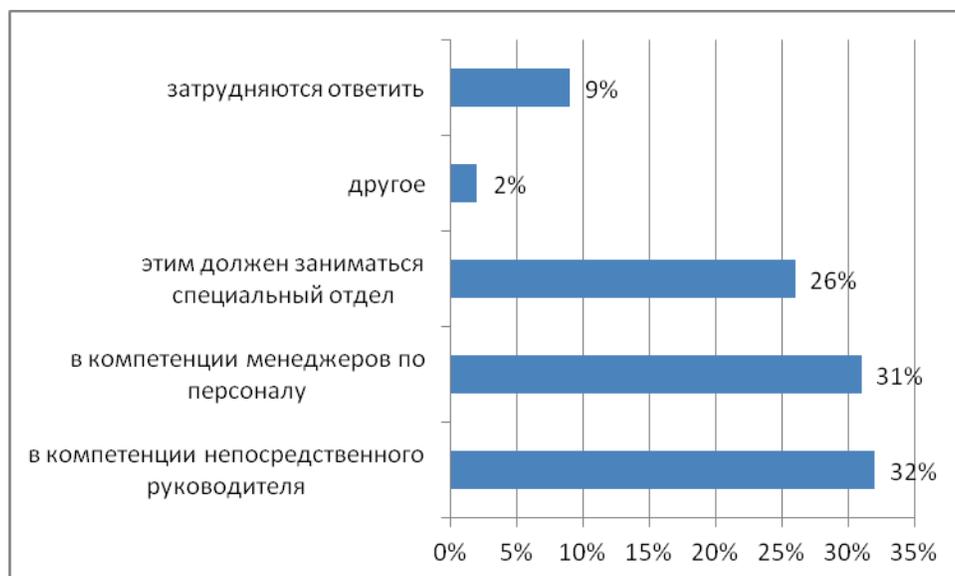
Thus, 44% of respondents consider it appropriate to conduct specialized lectures and practical classes (see table. 1).

Table.1. Opinion of respondents on need of the invitation of staff of departments for carrying out profile occupations for the purpose of professional development of young specialists of the enterprises, % to the interrogated respondents

Answer	%
I consider it necessary	44
I think that it would be nice to held a series of classes	33
don't see the need for	18
difficult to answer	5
total	100

However, the increasing of social and professional adaptation of young specialists is not just the work of the specialists themselves, but also the enterprises – customers of the industry. According to young specialists, management of adaptation in the organization must be vested by (see Pic.3:).

1. supervisor – 32%;
2. staff Manager – 31%;
3. a special Department for adaptation managing – 26%.



Затрудняются ответить	Difficult to answer-- 9%
Другое	Other – 2%
Этим должен заниматься специальный отдел	In competence of a special department – 26%
В компетенции менеджеров по персоналу	In competence of staff managers – 31%
В компетенции непосредственного руководителя	In competence of a supervisor – 32%

Fig. 3. Opinion of respondents on in what competence there has to be a management of adaptation in the organization, % to the interrogated respondents

The results of the secondary analysis of data of sociological research, devoted to the evaluation of factors of adaptation of young specialists at production enterprises serving energy and other powers in JSC "RZD", consistent with the results of the research. Among respondents - young professionals- 70% are not satisfied with the salary, 25% are not satisfied with the prospect of professional growth, 71% of whom did not know about it. Satisfaction with salary, awareness of the prospects for growth are important indicators in the structure of factors of adaptation, and, consequently, socio-professional socialization. Therefore, these data perform the need of implementation of measures to familiarize the young professionals with opportunities for professional growth and fulfillment, and to stimulate mechanisms of vocational motivation .

The presence of a tutor plays a significant role in the process of professional adaptation. According to secondary research, the importance of the influence of a tutor on the process of adaptation is mentioned by 91% of young professionals. We should pay attention to the fact that 50% of young professionals who do not have a tutor, are deprived of assistance in adaptation. In addition, the presence of the tutor affects the satisfaction of professional growth. So, 53% of young professionals with tutors, are satisfied with the prospect of professional growth, and among those working without a mentor, only 29% are satisfied with it. The staffing of the enterprises of power industry should not only increase the quantitative structure, but also include qualitative growth in human potential, since the period of industrial practice of future

specialists. Improving the quality of practical training during the professional training of students is an urgent challenge for higher education in general and of the higher education institutions in particular [9].

The increasing of social and professional adaptation of young specialists is not just the work of the specialists themselves, but also the enterprises – customers of the industry. Formation of personnel should be not only in increasing of the quantitative structure, but also in qualitative increases in human potential, since the period of industrial practice of future specialists. "...Today a young specialist should have a high level of general cultural development with an active lifestyle, interested in professional development, fast learner" (transcript of interview.)

The interviewed experts mention the following values, to which young professionals should be oriented in the enterprise:

1. sense of belonging to the company and the team ;
2. following the rules of the enterprise;
3. respect for basic human values, aspirations, and correct behaviour ;
4. building relationships based on decency and honesty.

Analysis of research results allows to conclude that the management of professional adaptation of young specialists can be implemented at the following levels:

1. the level of higher education (educational stage),
2. the level of professional and labor environment of the enterprise industry.

The direction of improvement of professional adaptation at the level of the professional and labor environment is encouraged to adjust the program "Management of adaptation of young specialists". The activities of this program are in line with the real needs of young professionals in the workplace. The system of attracting young people to the enterprise can be divided into three stages:

1. to interest the young specialist;
2. to keep him in the enterprise;
3. to motivate for good work.

According to experts, the interest to professional activity begins with an introduction of young professionals with clear and understandable personnel policies at any level, with a system of professional career growth. The authorities of the enterprises unanimously adhere to the positions, according to which the successful development of power plant is possible in the conditions of continuously development of personnel within the professional and personal growth - internships, targeted recruitment, creation of specialty's passport, etc.

However, taking into account the limited financial resources of the enterprise, the system of motivation of young specialists and creation of conditions for their productive activities becomes a problem. On this basis, in addition to economic motivation, it is necessary to implement of the system of non-economic motivation, which will allow the young specialist to identify their work with the professional activities in which he engaged, and so to direct all their strength, knowledge, and skills for the benefit of the

organization, that is so necessary in modern conditions of functioning of the enterprises of power industry .

Attaching young professionals to new job places must, according to the authors, be accompanied not only by economic but also by social and psychological support. Looking by enterprises' authorities for the means to support young employees should be targeted, thus achieving long-term goals in solving the problem of young skilled personnel. Today special benefits for young professionals are not set at the Federal level, and the system of benefits and lump sum payments for young professionals is not widespread in all regions of the Russian Federation, and not at all enterprises of the power sector, which puts young professionals in a socially vulnerable position. Some regions of the Russian Federation have programs to support young professionals: housing, material, social etc., but the implementation and awareness among the professionals about the availability of such programs is quite low.

Analysis of problems of training and lack of young professionals in energy sector today determines the need for modeling the medium - and long-term personnel motivation activities. As for young specialists who are sent to the regions, according to the so-called distribution system, so in accordance with the Housing code of the Russian Federation they are provided with housing out of turn [10]. Thus, in AO "Mosenergo" the draft mortgage program is set up to attract and retain young professionals, which provides for the gradual improvement of their housing conditions with the following output on the mortgage [11]. The analogue of such program, implemented with the participation of Department of housing policy of the Republic of Tatarstan, jointly with the enterprises of the power sector will allow to carry out performing and coordinating functions in support of young professionals in housing providing. However, such an extensive practice of support of young specialists exists within only few enterprises, that deprives a young specialists' opportunities to use these or those social benefits and guarantees more.

It is impossible to oblige the commercial sector for adopting of such regulations "on material stimulation of young specialists", however, elaborating of a number of recommendations may strongly affect the decision of the personnel services of the enterprises of commercial sector in the implementation of similar projects. The lack of an adequate level of social security due to the low level of the compensation package, lack of housing leads to lower social attractiveness of technical specialties.

An example of corporate policy in the field of personnel management, sourcing, adaptation and career management for young specialists at the enterprises of the power sector is the social policy of JSC "Concern Rosenergoatom". In the framework of corporate program "Youth policy" JSC "Concern Rosenergoatom" is actively working on cooperation with the primary trade Union organizations and youth public associations of nuclear power plants. Corporate meetings on social and labor and personnel matters are held quarterly on which a wide range of participants discuss and take decisions on all the current social problems. Questions of social partnership are examined quarterly at the extended meetings of the Association of trade Union organizations of nuclear power plants of Russia [12].

Analysis of the statements of experts about the existing system of accounting for staff turnover in the company confirms the need to create automated email programs to work with staff, including young specialists. Such programs, according to the authors, can contain data about the dynamics of training of the specialist, the level of his leadership qualities and evaluation of creative potential, individual work plan for a young specialist. Individual plan includes data of the adaptation and qualification cards, the introduction of which is suitable for young professionals and is an innovation for many companies in the industry. At the end of the adaptation and the internship period supervisor shall make a report at each of its employees, from the number of young professionals with the provision of the final reference for the employee. The latter, in his turn, while preparing of the report on the work done during the entire period of staying at the new company, according to the determined time, also prepares the report to summarize the results of the internship by the authorities and staff of the Training Department.

Introduction of the adaptation cards during not only the adaptation period but during the period of reaching by young professionals age maximum threshold value (35 years), will allow the young specialist to adapt to the requirements of labor discipline and to increase independence when performing duties. The lack of such information may, under certain conditions, inhibit the career development of a young specialist, neutralize his professional and socio-economic motivation. We believe that the establishment of a united accounting system, including documenting of complete information about the condition of development of the young specialist in the organization will positively affect his career in the future, optimize the personnel work of the enterprise.

The Foundation of positive motivation to job, as part of the program "Management of adaptation of young specialists", founded by Universities, together with the power enterprises, will enhance the human potential of competitive young professionals on the labour market, who are one of the main resource providers of power enterprises [13].

INFERENCES

Thus, basing on the results of the expert survey of heads of enterprises, identifying the problems of social and professional socialization to the professional work conditions, it is advisable to implement the following activities in the framework of the direction on "Management of social and professional socialization of young specialists" taking into account specific of companies of the industry:

1. creating "Rules of corporate behavior and corporate standards" that must have references with the necessary information about the company, organizational culture, rules of behavior, conditions of career growth, system of reasons and penalties, etc.;
2. possibility of access to inner resources of a private WEB-site of the enterprise;
3. development of methods of managing the professional career of young specialists within the company. Today in companies must be, in addition to the transition to decent compensation and benefits package, job training opportunities and exchange of experience with specialists in foreign enterprises, which provides broad opportunities for young and ambitious professionals to make a serious career for a short period of time;
4. promotion and support of career and professional growth of young employees of the enterprises of branch;
5. control of adaptation to external and internal factors of the professional environment;
6. bringing the system the assessment criteria of young specialists' training in the energy sector in accordance with international standards, the development of relevant programs should influence the level of services provided in energy sector.

CONCLUSION

Overall, the proposed directions, programs, and models of improvement of social-professional adaptation of young specialists can be used in the personnel policy of the power industry enterprises, in training of specialists as part of the updated educational standards, taken into account in the activities of educational institutions of higher professional education in the development of programs of practical training for engineering personnel.

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