

**DEVELOPMENT OF CREATIVE ACTIVITY OF WORKERS - THE MAIN PREREQUISITE FOR IMPROVING QUALITY OF MANAGEMENT STAFF**

**РАЗВИТИЕ ТВОРЧЕСКОЙ АКТИВНОСТИ РАБОТНИКОВ - ГЛАВНАЯ ПРЕДПОСЫЛКА ПОВЫШЕНИЯ ЭФФЕКТИВНОСТИ УПРАВЛЕНЧЕСКОГО ПЕРСОНАЛА**



OKORSKIY Vitaliy  
evgenia\_silver@mail.ru

*National university of water management and natural resources use  
Ukraine, Rivne, 75, Prihodko street*



SRIBNA Evgenia  
evgenia\_silver@mail.ru

*National university of water management and natural resources use,  
Ukraine, Rivne, 75, Prihodko street*

*The article is devoted to topical issues of increasing productivity of staff in Rivne Department of the OJSC Ukrtelecom. Based on the analysis of the company, found that by upgrading production annually, an increase in income. However, the question of increasing productivity in the company paid insufficient attention from management. For this purpose, leadership attaches great importance to training, retraining and advanced training of all categories of workers. The article presents the method of evaluating of staff depending on the level of education and work experience. The efficiency of management personnel proposed to carry out regular training and qualification upgrading.*

**Keywords:** *performance management personnel; creative activity; income; productivity; ratio of training; technical malfunctions, failures, errors; trend line; factor approximation.*

*Работа посвящена актуальным вопросам повышения производительности труда персонала Ровенского филиала ОАО «Укртелеком». На основе анализа деятельности предприятия установлено, что за счет модернизации производства ежегодно наблюдается увеличение дохода. Однако вопросам повышения производительности труда на предприятии уделяется неослабевающее внимание со стороны руководства. С этой целью руководство придает большое значение обучению, переподготовке и повышению квалификации всех категорий своих работников.*

*В работе предложена методика оценки персонала в зависимости от уровня образования и стажа работы. Для повышения эффективности работы управленческого персонала предлагается осуществлять регулярное обучение и повышение квалификации.*

**Ключевые слова:** *эффективность управленческого персонала; творческая активность; доход; производительность труда; коэффициент подготовки персонала; технические неполадки, сбои, ошибки; линии тренда; коэффициент аппроксимации.*

**1. INTRODUCTION.** The emergence of modern management based on sound development tools and decision-making. Organizations cannot longer be dependent on the incompetence of their leaders, so the change of modern management came creative

management.

Creative management is a relatively new concept and is an independent branch of management science and professional activities aimed at creating conditions for the development of modern organizations. The theory of creative management is at the

intersection of innovation management theory and creativity that began to develop around the mid XX century and only recently embodied in applying thorough application of that knowledge.

Creativity of personality is the tendency of human creativity, creative activities associated with the creation of material and spiritual values, which have a pronounced social significance - from new art and aesthetic ideas and approaches to specific works and products.

Necessity to encourage the development and use of creative potential as the most effective economic resource is proved in the works of foreign scientists A. Maslow, A. Marshall, G. Becker, J. Grayson, K. Odeyla, P. Drucker, M. Porter, J. Schumpeter, H. Hekhauzen, T. Schultz.

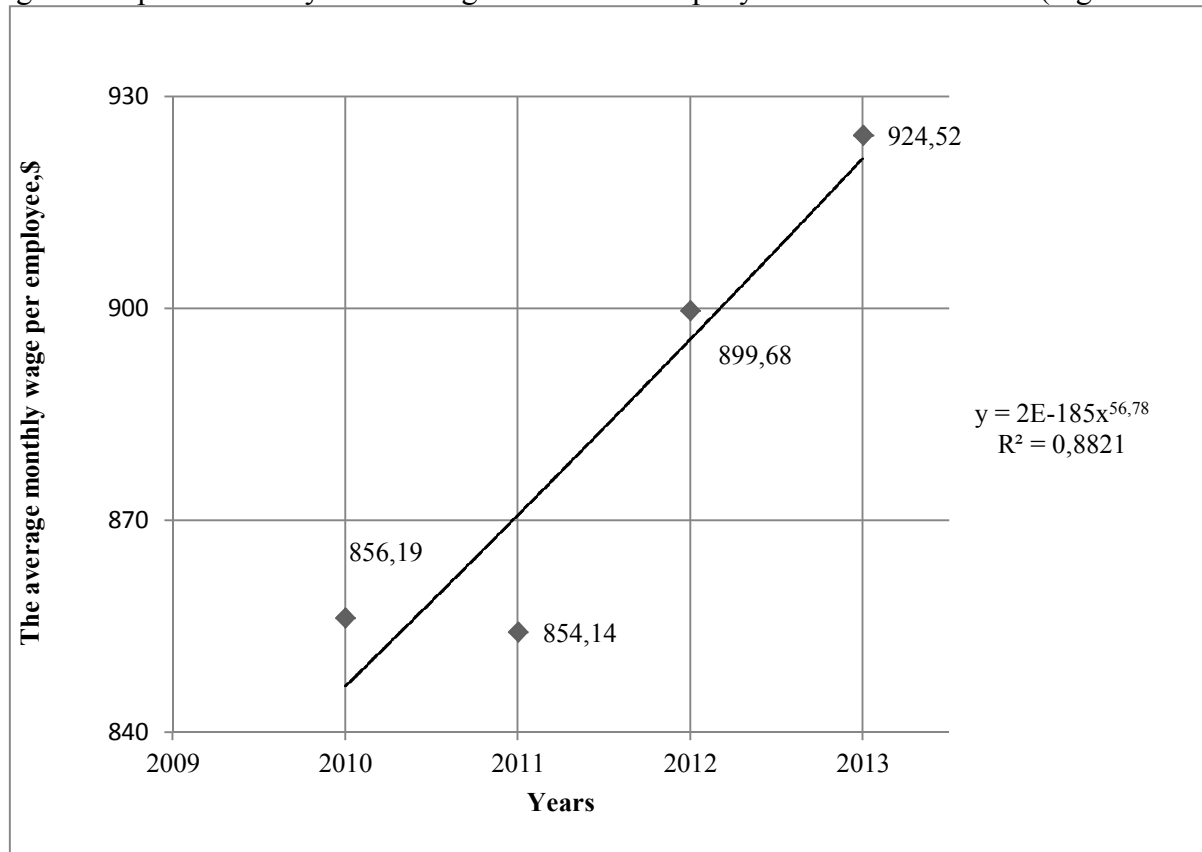
Moreover this question was studied a number native authors: A. Afonin, T. Vitebsk, A. Zdravomyslov, V. Kovalev, A. Nelga, V. Podmarkov, A. Yadov.

Improving the effectiveness of management personnel by enhancing the

creative activity of workers investigated on the example in Rivne Department of the OJSC Ukrtelecom, using average data of the company for the period 2010-2013[1-8].

At this company in recent years there is a trend of increasing income by an average of 1.2%, which is generally explained by the expansion of services, primarily providing services associated with the development of Internet technology, reduction in operating costs, optimize costs of raw materials and components of energy saving and reduction of wage costs in relation to decline average number of full-time employees at the expense of modernization, and related, increasing productivity.

During the analyzed period, in the OJSC Ukrtelecom, there is a decrease the average number of administrative and managerial staff by 18% while increasing the average wage. In particular, in terms of money for the workers of Rivne Department of the OJSC Ukrtelecom wage increase is \$ 67,29 in the month in which a percentage of the total in the company is 7.9% (Figure 1).



**Figure 1. Dynamics of average monthly wages per employee leadership in Rivne Department of the OJSC Ukrtelecom during the 2010-2013 ( US \$ of the NBU exchange rate at the end of 2013).**

According to official figures, inflation in Ukraine in 2013 amounted to 5.9% [9], due to which the growth of the average wage should reach \$ 19,26 per month. According to the enterprise level wage growth indicates coating inflationary component, and at the same time points to increase salaries at the expense of profits in Rivne Department of the OJSC Ukrtelecom

**2. RESULTS OF RESEARCH.** To improve of labor productivity leadership in Rivne Department of the OJSC Ukrtelecom paid great attention to education, training and retraining of personnel.

With an ever growing competition in the telecommunications markets professional development is an essential factor in ensuring the efficient operation of the company. That's why the OJSC Ukrtelecom has a system of continuous training.

Update the fundamental scientific knowledge and practical skills of managers and professionals are carried out in Center of Postgraduate Education OJSC Ukrtelecom. In addition, employees are trained in training centers companies - manufacturers of telecommunications equipment, consulting firms abroad and directly on to the system of technical training.

Education, training and retraining of workers and technical staff carried out in the Bureau of Training Workers and educational centers of Ukraine, directly on the production system in technical education.

Centre of Postgraduate Education in the OJSC Ukrtelecom provides training managers, professionals, workers for full-time and distance forms.

Training is provided by the more than 200 training programs, which provide improvement of knowledge in the following areas:

- technical operation of telecommunications networks and systems;
- economics, finance and accounting;
- the sale of services and effective customer service;
- information technology and technical exploitation automated systems;
- safety of life.

Particular attention is paid to the training

and testing of knowledge:

- specialist services sales and customer service;
- economists, accountants, senior staff services to prepare them for working in the automated system of payroll and human resource management at the software complex "Parus-Enterprise, Version 8."

The project "Improvement of the personnel management system" designed and conducted a pilot training "Preparing young managers" for employees newly appointed to senior positions.

In order to develop initiative and creative activity of employees, to determine their potential needs for personal development and training of the Company introduced an annual interview with leaders, professionals and experts.

Among employees of Rivne Department of the OJSC Ukrtelecom more than 98% professionals have higher education, among specialists - about 89%.

Despite the optimization of staffing levels, number of employees, improve skills in 2012, increased by only 3.4% compared to the 2011 year:

- leaders -1.02%;
- professionals -1.42%;
- specialists - 0.62%;
- technical staff and workers - 0.34%.

Having investigated role of the effectiveness of management personnel in the activities in RD of the OJSC Ukrtelecom has been recommended for implementation of the system of raising the creative activity of employees of in enterprise management. Namely, the department of organization, regulation and remuneration in RD of the OJSC Ukrtelecom is recommended to use a technique whereby the relationship is established between the two key indicators of sustainable logistics of business: 1) the coefficient of the training of staff in some categories; 2) the frequency of technical problems in the communication system (frequency crashes, bugs and problems). According to this method the entire staff was divided into appropriate groups, each group determined the average rate of training.

The coefficient of personnel training - is

integral index, which includes basic education, work experience, qualifications, age, special education, training, knowledge of foreign languages, the technical level of

training and so on. Given these parameters (table 1) analyze the relationship between them and their impact on productivity.

**Table 1**

**Calculation of the coefficients of personnel training in Rivne Department of the OJSC  
Ukrtelecom for certain groups**

№ з/п	The frequency of failure	Coefficient of personnel training	Categories employees by groups	Number of employees in the corresponding group
1	1,42	0,22	Workers and employees	50
2	1,415	0,26		60
3	1,26	0,15		23
4	0,84	0,24		55
5	0,68	0,25		49
6	0,68	0,3		48
7	0,66	0,42		55
8	0,66	0,64		109
9	0,24	0,27		58
10	0,2	0,16		25
11	0,2	0,33	Specialists	37
12	0,18	0,42		45
13	0,17	0,676		59
14	0,17	0,14		56
15	0,17	0,165		29
16	0,05	0,16		33
17	0,05	0,17	Professionals	52
18	0,05	0,18		30
19	0,1	0,19		35
20	0,05	0,2		22
21	0,05	0,21		25
22	0,06	0,211		20
23	0,05	0,207		35
24	0,03	0,192		20
25	0,03	0,2		33
26	0,02	0,208		20
27	0,02	0,162		29

First of all, the values of the coefficients of personnel training, which is formed by the trend line are significant differences. Although the significance the approximation is in the acceptable range of 0 to 1 (in this case 0.0224), confirming the adequacy and accuracy of the data (Figure 2).

The frequency of errors, defects and malfunctions trend line reflects actual data, the approximation ratio is 0.9297.

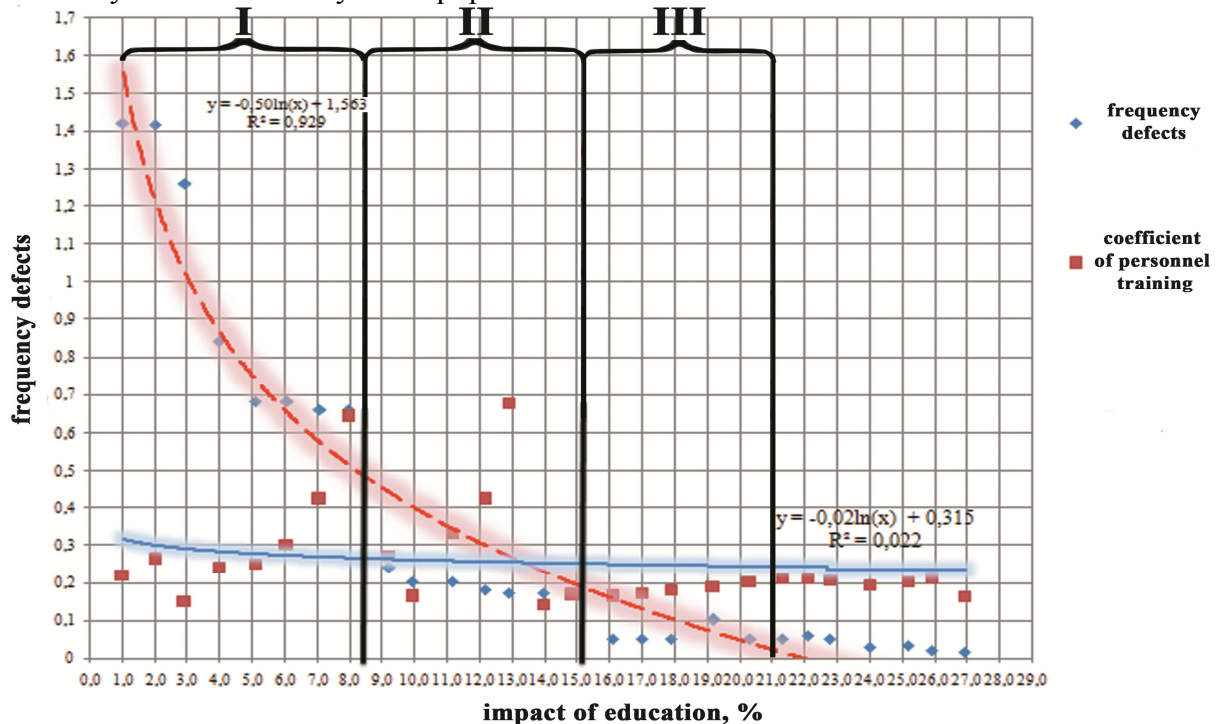
In general, the relationship between these values is quite close. Thus, it is clear that the impact of training on the reliability of the technical equipment of the enterprise increases, depending on the quality of education and the level of acquired knowledge staff.

Trendlines (Figure 2) intersect within the limits of 13-14% of the maximum level of return on education, which ensures increasing

the reliability of the machinery and equipment

is

22%.



**Figure 2. Dependence of the quality of personnel training on the frequency of defects, failures and errors**

As for the process of training is clearly traced three zones. The first zone is defined as the **preparatory and basic (I)**, reaching up to 8% efficiency of learning in which the failure rate is quite high and ranges from 0.5 to 1.5. It, in turn, is divided into two subzones: primary - up to 3%, where the frequency is above 1, and the stable, where the average rate is about 0.7.

The second zone is **professionally-special (II)**, in which the failure rate is quite sealed the mean value of the coefficient of 0.2. However, the effectiveness of training and retraining is in quite sputtered limits. This is due to psychological aspects (mentality, responsibilities, level of intelligence) personnel. The third zone is **professionally qualified (III)**, in which the frequency of defects, errors glitches fault the staff is reduced almost to a minimum (the coefficient of frequency problems close to 0), and the level of training is high enough, and consistency among staff groups was insignificant.

Explain this pattern of education positions. Pre-base areas, technical staff consists of young professionals who have professional

training and insignificant practical experience. The first primary subzone - it actually employees who have completed vocational school, and began the labor activity consonant received specialty. The second subzone - are employees who have the same education but skill level is much higher due to the initial work experience of over 3 years.

The second zone - is any employee who has specialized secondary education, due to the greater experience of the frequency of errors and defects in the item decreases. In addition, the level of training of employees strongly depends on the passage of Continuing Education (strong divergence data for training technical personnel ratio).

The third zone corresponds to a special higher technical education, with a major contribution to reducing the frequency of failures is due to increase in work experience and training is systematic and necessary character

**3. CONCLUSION.** Examining the activities in Rivne Department of the OJSC Ukrtelecom, using the average statistical data for the period 2010-2013, we can note that increase efficiency and productivity

management personnel of the enterprise depends on the level and quality of education, which in turn stimulates the creativity of all employees categories.

In Rivne Department of the OJSC Ukrtelecom there has been a decrease in the average number in the company to 18% while increasing average wages by introducing the system of the creative activity of workers in operation of business by using methods according to which established the relationship between the coefficient and training frequency of failures, mistakes and problems in its work.

To assess the quality of personnel training

the factor that accounts for basic education, experience, qualifications, age, special education, training, knowledge of foreign languages and technical training level.

Thus, the analysis makes it possible to establish a relationship between the level of education and experience of the staff mistakes, failures and malfunctions made in their work. Increase efficiency and productivity management personnel also depend on the level and quality of education, because it affects the development of the creative activity of employees of all categories.

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