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PROBLEMS OF PERSONNEL POLICY FORMATION IN NON-PROFIT ORGANIZATION: CASE STUDY MULTIFUNCTIONAL CENTER IN TYUMEN REGION

Yelena Selivanova

Master Student in Ural State University of Economics

Yekaterinburg, Russia

Abstract. The article deals with the personnel management problems in a non-profit organization: State autonomous institution of the Tyumen region “Multifunctional center” case study. The author proves the relevance of the topic by the fact that the organizational personnel policy is an important tool for its ensuring stability and development in modern conditions. The article presents various definitions of the concept “personnel policy”, defines the general management principles, on the basis of which the personnel policy is built; the importance of investment in staff development. The article describes the MFC of the Tyumen region further, the services they provide and their dynamics. The personnel policy analysis contains a scan of the management structure in these centers; it is revealed that a linear-functional structure is applied. The organizational social policy and its basic principles are described. The analysis of personnel documents characterizing personnel policy was carried out. Further, the planning system elements for staffing needs and its shortcomings, as well as the methods of material and non-material incentives used in the institution, are analyzed. In the course of the analysis, problems of the organization’s work were revealed, which are expressed in high staff turnover and in the presence of reasonable negative feedback and complaints caused by the low staff skills level. The causes of turnover are analyzed. In order to improve personnel policy, it was proposed to develop a system of personnel training and retraining.

Keywords: personnel policy; social politics; motivation; material incentives; intangible motivation; Multifunctional Center.

JEL codes: M 12; M 50.

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Contact

Yelena Selivanova

Ural State University of Economics

62-455, 8th of March Str., 620144, Yekaterinburg, Russia

elenka_13_13@mail.ru