Summary

Subject matter: Enhancing the system of personnel management for sanatorium-and-spa institutions on the basis of corporate approach (on the example of sanatorium-and-spa institution “Health resort “Tselebny Klyuch”)

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Information about customer organization: sanatorium-and-spa institution “Health resort “Tselebny Klyuch”.

Topicality of the research: The innovative character of market interaction in the Russian Federation has changed the requirements for employees and increased the value of creative attitude to labour. The role of sanatorium-and-spa complex in domestic economy is of vital importance. On the one hand, sanatorium-and-spa complex offers compliant services to customers, saving and increasing human potential in conditions of demographic instability, on the other hand – guests purchasing sanatorium-and-spa products facilitate expansion of aggregate demand. The current processes in sanatorium-and-spa complex demand exploration and implementation of new approaches, forms and methods of effective personnel management for sanatorium-and-spa institutions in conditions of limited resources among which corporate approach is the most significant.

Objective of the research consists in developing practical recommendations to enhance the system of personnel management for sanatorium-and-spa institutions on the basis of corporate approach.

Tasks of the research are:
- to study the essence and structure of enterprise personnel management system;
- to characterize the peculiarities and key moments of personnel management systems in sanatorium-and-spa sphere;
- to show the possibilities of implementing corporate approach in the system of personnel management in Russia;
- to give general characteristics of activities in the health resort “Tselebny Klyuch”;
- to analyze the current personnel management system in the health resort “Tselebny Klyuch”;
- to clarify the possibilities of integrating corporate approach in personnel management system of the health resort “Tselebny Klyuch”.
Theoretical and practical significance of this research consists in developing theoretical grounds and definite practical recommendations for planning, forming, implementing and analyzing the systems of corporate personnel management in a sanatorium-and-spa institution which serves as an instrument for managers, consultants and other specialists in personnel management.

The possibilities of integrating corporate approach in personnel management system which have been developed and formulated in this graduate qualification paper may be used by human resources department of the health resort “Tselebny Klyuch” in their practical activities.

Results of the research are:
The personnel management system of sanatorium-and-spa institutions in modern conditions is characterized by the following features: personnel is a special resource reflected in the concept of human capital; multi-role relations in creating necessary conditions; social security of participants in labor relations; new mutual requirements, ways and forms of workers’ interests coordination.

Corporate approach to personnel management of a sanatorium-and-spa institution is caused by desire to manage not so much by means of strengthening control but by means of non-material motivation based on common goals and attractiveness of work results. In our opinion, mechanisms of stimulation should unite three blocks: salary differentiation, level of participation in goal achievement and the system of loyalty to sanatorium-and-spa institution’s values.

Corporate approach creates benefits in personnel management of health resort “Tselebny Klyuch”. The essence of examined approach consists in the following: directing all activities of organization at increasing staff work efficiency and all-round development of employees’ individuality; complexity of personnel management process, carrying out activities aimed at enhancing and increasing its informational and scientific provision; implementing models of advanced domestic and foreign experience in personnel management with the purpose of stimulating competitiveness of employees and the health resort in general; combination of all organization subsystems, providing the effect of coordination; interaction and mutual influence of the leader and staff aimed at increasing efficiency of their joint activities.

Recommendations:
We consider it possible to offer further recommendations on using corporate behavior to improve productivity and employees’ life quality in the health resort:
- to change organizational communication among different levels of management; to specify formal job requirements; to make a description of work places;
- to set individual goal for each employee of the institution;
- to carry out permanent occupational training for each employee category; to develop skills of group communication;
- to create joint groups to analyze and solve strategic and current problems.