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UDC 331.1

**ROTATION OF STAFF IN JAPANESE  
MANAGEMENT SYSTEM AND THE POSSIBILITY  
OF USING ITS POSITIVE EXPERIENCE UNDER  
THE CONDITIONS OF BELARUSIAN ECONOMY**

**РОТАЦИЯ КАДРОВ В СИСТЕМЕ ЯПОНСКОГО  
МЕНЕДЖМЕНТА И ВОЗМОЖНОСТИ  
ИСПОЛЬЗОВАНИЯ ЕЁ ПОЛОЖИТЕЛЬНОГО  
ОПЫТА В УСЛОВИЯХ БЕЛОРУССКОЙ  
ЭКОНОМИКИ**

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*Key words: management, rotation of staff, Japanese management system, employee training, self-training.*

*Ключевые слова: менеджмент, ротация кадров, японская система менеджмента, обучение работников, самоподготовка кадров.*

*Abstract. The article investigates the Japanese experience in business management, in particular its most important element – the rotation of personnel. Using the experience of Japanese management in this area will reduce staff turnover, increase the interest of workers in the results of their work, timely identify and train the administrative staff, improve the overall competence and knowledge of workers. The article investigates the types of rotation, which exist in the Republic of Belarus, draws conclusions and provides specific proposals for improving the Belarusian enterprise management system.*

*Аннотация. В статье исследуется японский опыт управления предприятиями, в частности, такой его важнейший элемент, как ротация кадров. Использование опыта японского менеджмента в этой области позволит снизить текучесть кадров, повысить заинтересованность работников в результатах своего труда, своевременно выявлять и обучать управленческие кадры, повысить общую компетенцию и знания работников. В статье анализируются виды ротации, которые существуют в Республике Беларусь, делаются выводы и приводятся конкретные предложения по совершенствованию системы управления белорусскими предприятиями.*

The growth of international competition, as well as the world crisis which influences the Belarusian industry, require careful study and a constructive analysis of the experience of enterprise management. This is one of the ways to increase the efficiency of domestic production and increase competitiveness of Belarusian producers in the domestic and foreign markets.

During the survey of Belarusian enterprises by IMF representatives held in October 2015 at the request of the Belarusian government, the following positive and negative features of the Belarusian economy were revealed. The advantages were high-tech equipment and a high level of human development, the main disadvantage was the poor organization of production.

Therefore, it is especially important to analyze the positive experience of managing industrial enterprises in other countries and to explore the possibilities of using it in a market economy of the Republic of Belarus. In particular, this concerns one of the most effective management systems - Japanese management. An analysis of various sources of economic literature reveals two main groups of factors that determine the effectiveness of enterprise management in Japan. First of all, it is a system of productive interaction with people, as well as the existence of a specific Japanese social culture. Due to the influence of mental features on the nature of management, it is impossible to transfer the entire Japanese enterprise management system in the organization of the Republic of Belarus. However, the analysis of the results of introducing foreign companies experience into the work of Belarusian manufacturers shows that our enterprises are easier to perceive Japanese management systems and organization of production than, for example, American, due to the similarity of many ethnic and cultural characteristics of Belarusian and Japanese people.

The Japanese management system is effective due to the synergetic action of a number of components: the system of lifelong hiring, personnel rotation system, reputation system, on-the-job training system and specific wage system. A special role here is played by the personnel rotation system, which allows the company's management to create conditions for long-term employment of employees. The lack of advancement of the employee on the career ladder for years eventually leads to a decrease in the productivity of their work, tiredness and lack of interest in the work, and even to dismissal by their own decision. In Japan, it is considered that a long stay of an employee in one position leads to a loss of their interest in the work and a decrease in the level of responsibility. Therefore, labor rotation is the norm and is often combined with career advancement. The frequency of rotation depends on a number of circumstances (age, length of service, specialty, etc.) and can vary from 4 to 7 years. As a result, each employee acquires up to five specialties and becomes a professional generalist. In many cases this solves the problem of the interchangeability of staff [2].

By frequency (speed) of displacements, one can single out an annual, monthly, daily, hourly rotation, etc. Thus, at Japanese automobile enterprises, the rearrangement of workers from one operation to another within the site is carried out

not only with an interval of a year or a month, but also daily, and in some cases even hourly [2].

Depending on the trajectory of motion in the practice of Japanese enterprises different types of rotations are used: ring, irrevocable, castling. This type of rotation is actively used by the corporations "Sony" and "Honda". Here it is considered normal if the head of the sales department changes his position with a colleague from the procurement department.

Depending on the specifics of the career space, Japanese enterprises use real and virtual rotation. The first is possible in an ordinary, actually existing organization. Depending on the specifics of the career space, Japanese enterprises use real and virtual rotation. The first is possible in an ordinary, existing organization. The second is a new type of rotation and has emerged as a result of the development of STP. It can be implemented in networked organizations based on the use of computers. Virtual rotation is a rotation that is done in a virtual organization in a real way, but without the physical presence of a person in the company. In addition, there are also vertical and horizontal rotations.

In the organizations of the Republic of Belarus vertical rotation is most widely represented, because it is associated with the least amount of paper work, personnel reshuffles, and, on the whole, is more familiar. In our opinion, in the current state of rotation in the organizations of the Republic of Belarus, it is the horizontal type of rotation that has the greatest chance of being implemented into the administrative apparatus. Horizontal rotation has a number of features that have made it so widely used in Japan. Among them the most significant are the possibility of long-term training both within the company (internal school) and external training, which can be considered as one of the motivating factors for the activities of employees (as a rule, if their wishes for their own development are taken into account); the allocation of independent projects and the empowerment of employees in the project (increase of responsibility, the possibility of involving other employees in the cooperation) [4]. In addition, rotation will reduce employee turnover; increase the number of rationalization proposals on the part of employees; reduce the level of stress caused by monotony (routine) work; improve the interchangeability of workers and the level of their qualifications, etc. That is, there is a synergetic, systemic impact of staff rotation on the organization and results of modern industrial production, which will allow achieving a tangible economic effect in most cases without significant expenditures of financial, material and labor resources.

Business practice of Japanese enterprises is characterized not only by in-house rotation, but also the exchange of personnel between companies, groups or even associations. Thus, one more basic value of the Japanese corporate model is manifested - group solidarity. This practice allows not only to strengthen partnership and business relations between cooperating companies, but also to enable workers to get more complete knowledge, to learn from experience and to improve their own skills.

So, now it is possible to figure out the following most promising and suitable for the introduction of the direction of improving the management of Belarusian enterprises in the field of staff rotation:

firstly, the introduction and active use of horizontal personnel rotation: the implementation of the movement of personnel within the enterprise; development of staff exchange between enterprises to improve cooperation and adopt advanced production and scientific experience;

secondly, to improve the management system of domestic enterprises, it is advisable to use the experience of Japanese firms to form a "reserve of a managers ", which will allow to timely detect a capable managers and to carry out their training in relation to the conditions of the given enterprise;

thirdly, it is also expedient to create within the Belarusian enterprises a self-training system for personnel based on individual programs developed jointly with the managers of the human resource management unit. These programs can be based on attestation characteristics, evaluation sheets that most reliably carry information about the actions, style of the employee's work, as well as empirical data obtained in the process of introspection. Self-education programs for employees should be linked to long-term development plans for the company and the team as a whole. In this case, a certain target orientation arises. It allows you to adjust the culture of production conditions, relationships and tasks. The fixed terms of being a candidate for senior positions will have a stimulating effect on employees in reserve.

In general, Japanese management, based on a creative, conscious and purposeful combination of the principles of American management with the methods, conditioned by the national mentality, can become the basis for improving management in the Republic of Belarus. Modern Belarusian enterprises need to implement this practice, as well as create their own systems of in-house training. This will allow not to miss potential employees who do not have highly specialized knowledge, and also to ensure professional and human growth of employees.

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UDC 658.8

**EVALUATION AND SUBSTANTIATION OF  
DIRECTIONS OF IMPROVING COMMERCIAL  
EFFICIENCY**

**ОЦЕНКА И ОБОСНОВАНИЕ НАПРАВЛЕНИЙ  
ПОВЫШЕНИЯ КОММЕРЧЕСКОЙ  
ЭФФЕКТИВНОСТИ**

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*Key words: commercial efficiency, sustainability, methods for assesment of commercial efficiency, evaluation of commercial efficiency, evaluation methodology*

*Ключевые слова: Коммерческая эффективность, устойчивость, методы оценки коммерческой эффективности, оценка коммерческой эффективности, методика оценки*

*Abstract. The article formulated and systematized the main approaches to the definition of the concept of commercial efficiency, approved the author's methodology for assessing commercial efficiency on the example of a particular organization, and also determined the reserves for its increase.*

*Реферат. В статье сформулированы и систематизированы основные подходы к определению понятия коммерческой эффективности, апробирована авторская методика оценки коммерческой эффективности на примере конкретной организации, а также определены резервы ее повышения.*

Over time, commercial activities are increasingly relevant to the production process, as it covers the processes of supply, production and marketing.

It is also worth noting that at present, commerce has gone beyond trade concepts or simply the process of buying and selling. There were commercial organizations, commercial activities, commercial sustainability, commercial efficiency, there was a transition from economic calculation to commercial, etc.

Analyzing the work of scientists, we can conclude that commercial activity is a broad concept, including such concepts as marketing, logistics, sales activities and sustainability. Estimation of the efficiency of commercial activity can not be given without taking into account all these factors, as in the aggregate they assume "commercial efficiency".