

CONCEPTUAL BASIS FOR HUMAN RESOURCE MANAGEMENT IN INNOVATIVE ORGANIZATIONS

Voronina Viktoriia

PhD in Economics, Associate Professor
Associate Professor the Department of Management named after I. Markina
Poltava State Agrarian University
Poltava, Ukraine

Ishcheikin Tymur

PhD in Economics, Associate Professor
Associate Professor the Department of Management named after I. Markina
Poltava State Agrarian University
Poltava, Ukraine

Abstract

The article aims to identify features of human resource management in innovative organizations and to develop methodological provisions of human resource management focused on improving the performance of organizations. The article highlights the main characteristics of creative people, which, according to the author, determine the success of an innovative organization. The implementation of conceptual approaches when choosing an effective human resource management model contributes to the growth of competitiveness, the introduction of transformations from the viewpoint of innovation, and increases the efficiency and effectiveness of enterprise management.

Keywords: innovation, competitiveness, human resources management methods, organization, strategies.

Problem statement

Innovative entrepreneurship, the level of assimilation of information resources

is a necessary basis for the existence of a modern market economy. A key component of today's economy is innovative organizations, which employ motivated, creative workers who can independently analyze a large flow of information, rather than companies focused on specific products.

The new reality significantly changes the perception of management methods in modern organizations. The function of human resources management becomes a tool of long-term strategy of the organization aimed at creating certain conditions that would develop and implement the best qualities of employees. This requires the development of creative potential of staff, which, in turn, makes the practice of human resource management a link between the innovation process, production, creativity and learning. All this leads to a change in the approach to human resource management in innovative organizations, as it is no longer possible to manage intelligent employees by traditional methods.

Thus, the development of effective methods and approaches to human resource management in innovative organizations today is a very important task.

Analysis of recent researches and publications

It should be noted that the literature broadly covers various aspects of human resource management in innovative organizations. This is confirmed by the work of such scientists as Armstrong M., Bivsheva L., Vakulenko Y., Voronina V., Halych O., Zos-Kior M., Zheldak S., Kovalenchenko A., Kondratenko O., Krutko T., Markina I., Tereshchenko I. and others. It is emphasized that strategic management and the concept of human resources management can increase the competitiveness of the enterprise, create its additional values, to form effective enterprise management.

The work of these scientists has formed the necessary methodological basis, but at the same time many aspects of the problem of human resources management in innovative organizations need further research.

The aim of the article - identifying the features of human resource management in innovative organizations and the development of guidelines for human resource management, aimed at improving the efficiency of organizations.

Results

In the late 70's of the twentieth century in management began to use the concept of "human resource management", which aroused great interest among both management theorists and management practitioners.

The introduction of the term "human resource management" is due to the focus on the fullest and most rational use of human potential in a constantly changing external environment. Michael Armstrong defines human resource management in this way. "Human resource management is a strategic approach to managing the most valuable assets of the company, namely people who collectively and individually contribute to achieving organizational goals" [1, p. 122].

The concept of human resource management differs from the term "personnel management" because it emphasizes the strategic aspects of personnel decision-making, while "personnel management" more characterizes the daily operational work with personnel [3]. The study found that today the basis of management is the human factor, which is expressed in the ability to organize their own work and the work of the team, in the interest in self-development and creativity. The central figure of management is a professional - a manager who is able to see the prospects for the development of the business in which he is engaged, and who is able to quickly assess the real situation and find the best solution to achieve this goal.

Usually, in the practice of human resource management there are social and personnel marketing. Medunetsky V., Silaeva K. believe that in the scale of personnel policy the main work is:

- compliance with labor legislation;
- accounting for current and future needs of the organization in employees;
- maintaining a stable state to prevent staff turnover;
- maintaining the balance of interests of the employee and the employer [6].

Considering the content and essence of innovative management of human resources, it is necessary to define such concepts as innovation and innovation, which are components of innovation [4].

Most often, innovation is understood as a creative idea that manifests itself in

the components of production and technological work, which has further development [5, p. 40]. In terms of human resource management, innovation, in our opinion, can be considered every rational proposal to optimize the management process at low financial cost.

In our opinion, when implementing a single innovation strategy, managerial innovations embodied in a new method or principles of management are important. In addition, the means of material support must be taken into account.

Under the innovations in management means the improvement of a certain part of the management process, which requires a radical restructuring of the organization [5, p. 39]. In general, innovations in human resource management can improve the production process and improve the final product (goods or services).

The study found that, in terms of innovation, human resource management has the following features:

- Changes in human resource management are aimed at solving certain problems related to the development strategy of the enterprise;
- It is impossible to determine in advance the result to which they may lead;
- Innovations can lead to conflict situations related to the resistance of employees who do not accept them;
- changes in personnel management cause changes in the entire management system of the enterprise due to the fact that they relate to the main component of the enterprise - its staff [1, p. 214].

Innovation and human resource management are playing an increasingly important role in maintaining the "main advantage" of organizations' competitiveness in times of rapid change and increased competition. Today, human resource management is considered the key to successful innovation since the participation of creative staff in the innovation process. Experts [2-4] argue that there is no powerful technology or successful innovation without creative and competent people who can adequately use them and benefit the company.

Thus, the task of innovation in human resource management in companies is not only the selection of competent and interested employees, but also the art of

retaining them, to develop their professional competence on the scale of the existing strategy.

The innovative process of human resources management can be classified as the sum of management actions aimed at the formation and development of human resources that are necessary for the implementation of the overall innovation strategy of the company.

Thus, human resources are the most important asset of the company. This is confirmed by the fact that the employee must have an active position and constantly monitor whether he implements the goals he set himself, and what his share in the implementation of common goals of the organization. This is the main reason for the transformation of the requirements for tactics and strategy of human resource management, the formation of specific conditions for this.

In this regard, one of the main directions in the field of innovative methods of human resource management can be considered to improve the quality of working life, which would meet individual needs through their work in this company.

The quality of working life is characterized by the following features:

1. Staff should receive recognition for their work and fair remuneration.
2. Employees must be involved in decisions that directly affect their work.
3. The working environment should be ergonomic, with good lighting and low noise, etc.
4. Maintenance of the working capacity of each employee must be provided.
5. There must be a favorable psychological climate in the team.

Undoubtedly, in order to achieve this goal, outdated methods of human resource management must come with new - innovative methods. At the same time, the use of innovative methods does not mean the exclusion of existing ones, but these methods also need to be rethought, especially in terms of innovation.

Methods of human resource management - a set of tools that enhance the work of staff (employees), entrepreneurs (owners), as well as the reserve of human resources to achieve this goal [4].

Thus, innovative methods of human resource management are a set of

techniques and methods that allow a certain number of employees to apply an innovative approach to human resource management, in particular, continuously develop employee creativity to maximize management efficiency and competitiveness. In our opinion, such management methods include: methods of organization; planning methods; methods of motivation; control methods; methods of collecting and analyzing information.

In the structure of innovative methods in the first place are the methods of organizing human resource management. First of all, this is due to the fact that first you need to create an organization, then register it with the appropriate authorities, then recruit the necessary staff, and only at the end of this there is a need for management. In addition, entrepreneurs who want to become owners of the organization are also part of human resources.

Planning methods are methods of determining the need for human resources in the scale of strategic development of the enterprise, as well as the creation of a certain reserve of human resources. In practice, these methods are aimed at comparing the actual available and quantitatively necessary human resources for the implementation of strategic development of the enterprise. Such methods include extrapolation, mathematical models, the method of expert evaluation, and so on.

When creating methods of motivating the organization, it is necessary to pay special attention to teaching methods, depending on the capabilities of the organization and the specific situation. The main rule: learning methods must meet the objectives and objectives of learning. Moreover, approaches to employee training should be based on a single strategy, and incentives should reflect the core values and overall strategy of the organization. The main teaching methods include: analysis of identified problems and development of systems for their elimination; discussions and debates; quality control groups; situation modeling; consultancy; trainings; participation in training programs, role-playing games, etc. Currently, preference is given to programs that combine the initial diagnosis of needs with the organization of the educational process in small groups. This allows you to more accurately control the main results and the process itself.

Methods of control include controlling and auditing human resources. Controlling human resources is necessary to study the impact of work on performance, determine socio-economic efficiency, and coordinate the planning of human resources and other areas, the implementation of practical methods involving human resources.

Since one of the components of the human resources management system of the organization is a set of relationships that provide motivation and information, the implementation of innovative methods requires methods of collecting and analyzing the necessary information. Such methods include interviews, questionnaires, work diaries, group methods, control questions, questionnaires, document analysis, observation and self-observation, sociological research and social experiment. As a result, methods of collecting and analyzing information guarantee its completeness, objectivity, reliability and timeliness. In this case, the collection and analysis of information can be carried out by trained professionals, as well as line and functional managers. The most important prerequisites for the effective choice of human resource management model in terms of economically innovative development, most domestic enterprises still include:

- 1) diagnosing the socio-psychological climate of the team;
- 2) settlement of relations between the leader and subordinates, individual and group;
- 3) reducing the level of industrial and social conflict;
- 4) high-quality information support of the personnel management system;
- 5) compliance with aesthetic, ergonomic, psychophysiological requirements.

Awareness of the growing role of the employee, analytics of its stimulating priorities, skillful direction of motivational, qualification and creative characteristics of employees to achieve the goals of the organization, allow to reproduce the conceptual approaches to personnel management.

The situation of a highly competitive market requires adaptability from business systems, which entails increasing the requirements for the model of effective personnel management. Using conceptual approaches in personnel

management, first of all it is necessary to pay attention to:

- basic principles of management and its general orientation;
- the uniqueness of the human resource management model in a single organization;
- in the format of strategic development of the enterprise to determine the need for staff and the formation of human resources;
- principled elaboration of personnel policy;
- systematization of general and professional training;
- the prospect of evaluation activities and certification of employees;
- systematic staff development;
- level of organizational culture, interpersonal relations between employees, administration and public organizations.

Conclusions

The use and development of these mechanisms of human resource management rationally and logically contributes to the desire to improve the management of innovative enterprises, optimize the usage of knowledge, opportunities, motives of human capital, and stimulates receptivity to innovative changes. In other words, the implementation of conceptual approaches in choosing an effective model of human resource management contributes to the growth of competitiveness, the implementation of transformations through the prism of innovation, as well as increases the effectiveness and efficiency of enterprise management. The right choice of personnel management formula should modify the existing structure, while being built in gradually, step by step, without destroying it. Modeling of possible ways of development will allow to define among alternatives indirect influence on rational personal knowledge and to make the most of features of each member of collective.

References:

1. Armstrong M. (2002). *Strategicheskoe upravlenie chelovecheskimi resursami* [Strategic management of a human resources]. Moscow: INFRA-M [in

Russian].

2. Byvsheva L. O., Kondratenko O. O., Zheldak S. V., Kovalenchenko A. O. (2020). Stratehichne upravlinnia personalom yak faktor zrostannia konkurentospromozhnosti promysloвого pidpryiemstva [Strategic personnel management as a factor in increasing the competitiveness of industrial enterprises]. *Ekonomichnyi visnyk Donbasu*, no 1 (59), pp. 137-144. (in Ukrainian)

3. Halych O. A., Vakulenko Yu. V., Tereshchenko I. O., Krutko T. V. (2019). Stratehichne upravlinnia personalom yak faktor zrostannia konkurentospromozhnosti pidpryiemstva [Strategic personnel management as a factor in increasing the competitiveness of the enterprise]. *Ahrosvit*, no. 6, pp. 27-32. (in Ukrainian)

4. Zos-Kior M. V., Semeniuta M. V. (2020). Systema otsinky personalu pidpryiemstva v konkurentnykh umovakh vedennia biznesu [The system of personnel evaluation of the enterprise in the competitive conditions of doing business]. *Efektivna ekonomika*, 2020, no. 2. URL: <http://www.economy.nayka.com.ua/?op=1&z=7648>. DOI: 10.32702/2307-2105-2020.2.7.

5. Markina I. A., Voronina V. L., Filatova K. Ye. (2021). Menedzhment personalu v umovakh stiikoho innovatsiinoho rozvytku pidpryiemstva [Personnel management in the conditions of sustainable innovative development of the enterprise]. *Pidpryiemnytstvo ta innovatsii*, no. 17, pp. 39-42. (in Ukrainian)

6. Medunetskii V. M., Sylaiieva K. V. Metodolohiia naukovykh doslidzhen [Research methodology]. URL: <https://docviewer.yandex.ru/view/121332298/>.