Section 11. Economics

<https://doi.org/10.29013/ESR-19-9.10-77-80>

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HR MANAGEMENT INNOVATION

Abstract. The article is devoted to the study of innovations in the field of personnel management, which discusses the main stages of the innovation process, areas of innovation in HR management, as well as consideration of innovative HR technologies that are widely used in practice.

Keywords: HR-management, innovative technologies, personnel processes, staff training.

Personnel management is a rather complicated and labor-intensive process, which incurs high costs: financial, time and human resources. The personnel management procedure itself consists of certain technologies, which were subsequently called HR technologies.

In modern conditions, the innovative development of the personnel management system is a key

indicator of the effective management of the organization, since human resources are the capital of the organization.

It is customary to understand innovations as a kind of innovation demanded by the market and embodied in the form of new or improved products or technologies that are practically applied and able to satisfy certain needs.

Figure 1. Elements of an Innovation Organization

Therefore, a positive result of the organization's activities lies in the innovative personnel management system. The use of certain technologies in management practice forms an innovative organization (Fig. 1).

Innovative HR-activity has specific features that differ from the general concept of innovation. Any modifications in personnel management are aimed at solving specific problems, in accordance with the development strategy and mission of the organization. But it is impossible to calculate the exact final result that they cannot lead to due to existing risks related to changes in HR management, namely, the provocation of conflict situations, associated with the opposition of employees and their rejection of innovation. Changes in personnel management can also assume a multiplier effect, expressed in counter-changes in other subsystems of the organization, as a result of which they relate to the key component of the organization – personnel.

Any innovation process is determined by directions and consists of the stages:

1) Definition of need. The need for innovation arises depending on external factors (competition, changes in the economy, the emergence of new legislative and by-laws, etc.), and internal ones (decrease in labor productivity, the presence of conflict situations, etc.).

2) Development of an innovation plan. When developing an innovation plan, it is important to determine the changes that can correct mistakes and shortcomings that reduce labor productivity.

3) Implementation. It is advisable to introduce innovations in stages, since there may be resistance to the implementation of innovations among staff. Therefore, in the process of introducing innovations, it is necessary to apply incentive mechanisms for personnel to avoid contradictions to innovations.

In the personnel management system, there are three main innovation areas:

1. Innovative educational management – innovations in the training of specialists in the educational process.

2. Innovative personnel marketing – the formation of highly effective personnel potential of the organization.

3. Innovative technological personnel management – new ways of working with personnel through the use of new technologies and modern technology.

Classical approaches to personnel management are subject to significant changes in the innovative organization. This is especially true for HR technology.

HR-technology is a system of methods, techniques and means of effective human resource management.

Initially, four main HR technologies were distinguished:

1) Personnel planning, including: the selection and selection of personnel, the formation of a personnel reserve;

2) Interview, testing, adaptation and certification of personnel;

3) Staff motivation and incentive;

4) Staff rotation and business career management.

Currently, the most widely used are innovative technologies based on personnel processes (Fig. 2).

Thus, the training and development of personnel technologies, which include the development of training programs, the development of competencies and the assessment of their effectiveness, are widely used in practical applications.

How innovative teaching methods apply the following:

1. Visualization, as a teaching method, has two forms: projective and non-projective. The projective form can be presented in the form of films, presentations, videos, computer animation. But not a projective form – in the form of objects, paintings, blackboards and chalks, interactive whiteboards, maps, and more.

2. The simulation method can be presented in the form of a situation similar to the real one, closest to life problems. This method provides a safe study of the stages, principles and features of any process.

3. The case method, which is a description of the real situation and is offered to students to

analyze the current situation and its result, as well as to make brief and concise conclusions.

4. A role-playing game, which is used to consolidate the knowledge gained and allows participants to try on various roles.

Figure 2. HR technology processes

5. The workshop is an interactive training event, which is built on the participants' own activity. This teaching method focuses on self-study of participants and intensive group interaction. An important objective of the method is the dynamic acquisition of knowledge.

6. Training as a teaching method is a practical component, which is presented in the form of a set of practical exercises and a small fraction of theoretical material. But other personnel technologies that are practically applied in organizations are also subject to innovative changes.

The technology for attracting and selecting personnel consists of monitoring the labor market, the image of the organization and the employer, and the organization of attracting candidates.

The technology for selecting candidates includes the development of a competency map and screening interviews (telephone interviews, stressful, biographical, etc.).

The technology for a candidate to join an organization is to adapt a new employee and pass a trial period.

Motivation technology is divided into moral and material motivation consisting of grades, methods for evaluating posts, qualitative and quantitative indicators of job performance, incentives, and more.

The personnel assessment technology is based on the methods, types and tools of personnel assessment, feedback, as well as the comparative characteristics of assessment methods.

Technology for the development, management and modeling of a business career includes the development of skill and professionalism, knowledge and talent management.

The technology of communication and information flows consists of building channels for these flows from bottom to top and top to bottom, as well as identifying violations and failures in these channels.

The technology of dismissal of personnel consists in the selection of methods of dismissal (directive /

non-directive), the development of rules of conduct for dismissal.

And the last basic technology is the introduction of changes, which consists in integrating personnel into the process of their implementation, accepting changes, and reviewing the successful completion of changes.

Thus, summing up, it can be noted that the effective functioning of the organization lies in the innovative personnel management system, since highly professional personnel are the key to the success of the organization. Therefore, the future lies in innovation in personnel processes.

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