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DOI <https://doi.org/10.26661/2414-0287-2024-3-63-15>**PERSONNEL MANAGEMENT BASED ON INNOVATIVE APPROACHES****Maltuz V.V., Dashko I.M., Koloberdyanko I.V.***Zaporizhzhia National University**Zaporizhzhia, Zhukovsky str., 66; Ukraine**ma.viktorija@ukr.net, irina.znu@i.ua, koloberdjanko@ukr.net**ORCID: 0000-0002-3863-6456, 0000-0001-5784-4237, 0009-0001-2556-4019***Key words:**

staff, personnel, recruitment, hiring, selection, adaptation, recruiting, personnel leasing, personnel audit, coaching.

The changes in the business environment caused by technological innovations are characterized. The concept of innovation is considered. The innovativeness of the personnel service is analyzed. The need to improve personnel management at enterprises in modern conditions is analyzed. The concept of an employee of an enterprise, which is the basis of any innovation process, is disclosed. The concept of personnel is considered, which ensures the effective operation of the personnel management system and helps to eliminate shortcomings in the work process or in production in general. The approaches to managing employees of an enterprise are substantiated, which can be divided into the following groups: economic, administrative, social and psychological. Innovative approaches to personnel management are revealed, in particular: recruitment, performance evaluation, personnel training, remuneration system, career management. The advantages and disadvantages of innovative approaches to personnel management are analyzed. It is proved that the only reasonable approach to personnel management is the use of new different methods and styles of management for different employees, both for the team as a whole and for each employee separately, depending on the situation. The concept of «staff leasing» is characterized and the advantages of introducing staff leasing technologies into the practical activities of business entities are indicated. The most important indicators of employee performance are analyzed. It is determined that coaching technologies are used to motivate employees, evaluate and develop them, resolve conflict situations and regulate relations in the team and are intended to solve many problems.

**УПРАВЛІННЯ ПЕРСОНАЛОМ НА ЗАСАДАХ ІННОВАЦІЙНИХ ПІДХОДІВ****Малтюз В.В., Дашко І.М., Колобердянко І.В.***Запорізький національний університет**Україна, 69600, Запоріжжя, вул. Жуковського, 66***Ключові слова:**

персонал, кадри, підбір, найм, відбір, адаптація, рекрутинг, лізинг персоналу, кадровий аудит, коучинг.

Охарактеризовано зміни у бізнес-середовищі, що спричинені технологічними інноваціями. Розглянуто поняття інноваційності. Проаналізовано інноваційність кадрової служби. Проаналізовано необхідність удосконалення управління персоналом на підприємствах в сучасних умовах. Розкрито поняття працівник підприємства, що є основою будь-якого інноваційного процесу. Розглянуто поняття кадри, що забезпечують ефективну роботу системи управління персоналом і допомагають усунути недоліки в робочому процесі або на виробництві загалом. Обґрунтовані підходи в управлінні працівниками підприємства, які можна розділити на наступні групи: економічні, адміністративні та соціально-психологічні. Розкрито інноваційні підходи управління персоналом, зокрема: підбір персоналу, оцінка діяльності, навчання персоналу, система винагороди, управління кар'єрою. Проаналізовано переваги та недоліки інноваційних підходів управління персоналом. Досліджено, що єдиним обґрунтованим підходом в управлінні персоналом є використання нових різних методів і стилів управління для різних працівників як в цілому для колективу так і окремо для кожного працівника, в залежності від ситуації. Охарактеризовано поняття «лізинг персоналу» і зазначено переваги при впровадженні технологій лізингу персоналу в практичну діяльність суб'єктів господарювання. Проаналізовано найважливіші показники ефективності роботи працівників. Визначено, що коучингові технології використовується для мотивації працівників, їх оцінки та розвитку, вирішення конфліктних ситуацій та врегулювання стосунків у колективі і призначені для вирішення багатьох завдань.

### Problem statement

The modern economy is characterized by rapid changes in the business environment caused by technological innovations, the rapid development of new industries and activities, changes in consumer needs and increased competition. In such situations, the role of employees, their ability to improve their performance and use their capabilities in the workplace to achieve the company's goals, is growing. The need to constantly bring the characteristics of employees in line with the requirements of the enterprise, time and business environment leads to the need to implement modern management systems. Innovation in the field of human resources management in modern conditions should be aimed at increasing productivity and quality of work; improving the quality of working life; organizing continuous development of employees; empowering employees and cohesion of the company's teams. The specific part of innovations in the HR sphere of each enterprise is individual and is determined by the strategy, financial capabilities and priority of the chosen HR policy.

The need to improve human resources management at enterprises is primarily driven by the requirements of international quality standards, which provide for the use of specific measurable and time-bound goals, as well as the need to make administrative decisions based on targeted and timely information on the effectiveness of personnel procedures. In these cases, the development of the enterprise's HR management system should be viewed as a purposeful activity of employees of all structural units, including the development of a HR policy strategy and a HR management concept, and their implementation is achieved by bringing the goals, structures, methods and ways of HR management in line with the requirements of the new labor market, as well as the possibility of their change.

### Analysis of recent research and publications

A large number of works have been devoted to the study and analysis of personnel management problems with regard to innovative approaches, namely: D. Bogina, M. Bondar, I. Dashko, A. Shegda, V. Vesnin, A. Yegorshin, V. Dyatlov, A. Kolot, S. Shekshna and others. Despite the large number of scientific developments in personnel management with regard to innovative methods, this issue is still relevant in the modern world, as it has not been sufficiently addressed.

### Formulation of the article's objectives

The purpose of this article is to study modern methods of personnel management with due regard for innovative approaches.

### Summary of the main research material

Employees of an enterprise are the basis of any innovation process, as they provide new ideas and create new projects. For this reason, the question arises at the enterprise of how to properly manage these employees, implement their ideas and help the development of the enterprise.

Human resources ensure the effective operation of the HR management system and help to eliminate

shortcomings in the work process or in production in general. Implementing innovations in the human resources management system requires the company to make changes in the training and education of employees, recruitment, selection or selection of personnel, information support for employees, as well as psychological support and motivation of subordinates. To solve these problems, there are various approaches to managing employees of an enterprise, which are ways of influencing employees, both individually and collectively, to coordinate their activities at a given enterprise. There are many different approaches to personnel management that can be divided into the following groups: economic, administrative, and socio-psychological. These approaches are still used at many enterprises, but they are not so effective now, because each enterprise is focused on continuous improvement and therefore it is necessary to constantly improve approaches to personnel management [1; 7; 8].

Innovative approaches to HR management include the following:

1. Recruitment, i.e., it is necessary to carefully select applicants for the offered position in order to find the best employees who will be able to develop and improve the company. This approach is characterized by consistency and efficiency in the recruitment and selection process. On the other hand, it promotes a systematic selection and recruitment process and identifies the most suitable candidates for the job.

2. Performance appraisal is the process of establishing a comparison between the requirements of the position and the characteristics of the employee. Based on this approach, you should constantly evaluate your employees in two ways: first, by the results they have achieved; and second, by why they have achieved them and how they can improve.

3. Staff training is the improvement of staff skills through trainings, webinars, seminars, etc. This approach helps employees to acquire new knowledge and new skills, which in turn will further promote innovation.

4. A reward system is the motivation of employees through various incentives and rewards. It is a motivational approach that offers monetary rewards, various types of incentives, and other types of recognition to encourage employees to come up with new creative ideas, take risks, and continuously improve.

5. Career management is the achievement of career goals. This approach ensures the professional development of employees through internships, training and professional development [2; 4].

The advantages and disadvantages of innovative approaches to HR management are shown in Table 1.

The results of the research conducted in this paper show that the only reasonable approach to HR management is to use new different methods and styles of management for different employees, both for the team as a whole and for each employee separately, depending on the situation.

Thus, the management of employees' innovative activities is a purposeful activity of the company's managers and HR specialists to ensure the speed and scope of employees'

Table 1 – Advantages and disadvantages of innovative approaches in personnel management [3; 8]

№ s/n	Name of the approach	Advantages.	Disadvantages
1	Recruitment, selection and hiring of personnel	Possibility of continuous professional and psychological assessment of employees with further consideration of the company's specifics and the employee's position in the future	Time and capital costs
2	Performance evaluation	Activity in the field of innovation, creation of new things through opportunities to discuss their work with management	Spending a lot of time
3	Staff training	Increasing the potential of employees and the enterprise as a whole and increasing staff productivity	Expenses for trainings and educational literature
4	Reward system	Increased motivation of employees to create new projects and increased job satisfaction	Economic costs
5	Career management	Increased interest in the company's business and reduced staff turnover	Increasing the level of competition among employees

recovery from illness by implementing employees' innovative activities in practice in accordance with the current and strategic goals of the company.

The management of innovative activities involves, first of all, the restructuring of the enterprise, i.e., changing the entire structure of the enterprise or individual units for the efficiency of economic activity.

Innovation management also includes various innovations in forms, principles and methods of payment. Important importance is also attached to the implementation of new ideas for the development of the company's corporate culture.

Having analyzed the foreign experience of introducing innovative technologies [5; 6] into the personnel management system, we can conclude that in order to increase the efficiency of the enterprise, it is recommended to implement:

1. Recruiting, namely, the selection of qualified personnel by specialized enterprises. One of the types of recruitment is personnel leasing, which should be considered as a management technology that provides the company's business process with the necessary quantitative and qualitative labor resources using the services of a third-party company. In this case, legal relations arise between the employing company and the employee with whom the employment contract is concluded.

One of the types of leasing that is advisable to use is the recruitment of temporary workers, which involves the participation of employees for a short period of time, namely from one to three months. The introduction of personnel leasing technology into the practical activities of business entities has the following advantages

- engagement of personnel of a certain qualification and the required number;
- the possibility of repeated replacement of employees in case of incorrect performance of their duties or for other reasons;
- release of the HR department from the usual administrative work and document flow related to the official registration of employees in the staff, as well as the removal of expenses for payroll and payment of compensation in case of dismissal;
- no downtime due to employee's illness or vacation, as the employee is obliged to be replaced under the agreement or contract;

- the possibility of transferring employees who have proven themselves as experienced specialists over time to the company's staff.

Thus, staff leasing allows you to avoid problems related to the recruitment of employees, paperwork, payment of wages and tax deductions. It also makes it possible to formulate the most flexible personnel policy by hiring additional employees or reducing the number of employees depending on the company's goals and strategy, but when deciding to implement this technology in the HR management system, the company's management should analyze the shortcomings and take into account the possible decrease in employee loyalty to the company.

2. A personnel audit is a complete assessment of the labor activity of the company's employees, which makes it possible to find out the correlation between the level of skills, knowledge and abilities possessed by the employee for the position he or she holds, and aims to analyze the organizational structure and human resources in a certain way. Conducting an HR audit of an enterprise involves analyzing the most important performance indicators of employees and developing recommendations for improving its performance, in particular

- efficiency of the organizational structure, rationality of its construction and coordination;
- document flow, creation of a unified accounting system, registration and storage of documents;
- development of employee service rules, labor instructions, remuneration system, system of incentives and penalties;
- qualitative and quantitative characterization of employees, their compliance with the company's goals and objectives;
- efficiency of personnel placement;
- Formation of a management «chain», i.e. selection of promising candidates for managerial positions;
- determining the level of professional and personal qualities of the company's employees in order to develop appropriate training and development programs;
- employee appraisal, which involves assessing the level of compliance of employees with their positions and responsibilities, their personal contribution to the company's performance;
- establishing a policy of reduction and dismissal of employees, improving internal cooperation;

– general assessment of the HR department and improvement of its work, development of an employee motivation system, development of technologies for search, recruitment, selection, selection and dismissal of employees and adaptation programs.

3. Coaching is a tool for the professional and personal development of employees of the enterprise, for the development of their skills and qualifications, mobilization of internal resources and talent, including creative and intellectual abilities, self-awareness, business qualities and creativity. Coaching is a tool that allows you to find the most effective ways to achieve the company's goals and implement them.

Coaching gives the manager real control, which is not an illusion, and gives the subordinate real responsibility, so training is the most effective tool for increasing employee productivity. The difference between coaching and traditional management is determined by the style of communication between employees: the manager (coach) gives the «right» questions and practical feedback about subordinates.

Coaching technologies are used to motivate employees, evaluate and develop them, resolve conflict situations and settle relationships in the team and are designed to solve the following tasks, in particular

- create a comfortable and creative atmosphere in the team;
- to maximize the efficiency of employees' performance;
- encourage employee initiative;
- create a corporate culture for the company;
- organize an effective system of personnel development;

- motivate employees through non-material incentives;
- to create the necessary conditions for self-development and personal development of employees, manifestation of their creative and professional abilities.

### Conclusions

Having analyzed the innovative approaches to the personnel management system of a modern enterprise, the most effective of them were analyzed and substantiated, in particular: personnel leasing, personnel audit and coaching, which allow the management of the enterprise to influence the increase in the efficiency of its activities through the innovative construction of the personnel management system on new principles and to make the right management decisions regarding the formation, development and implementation of talent.

When developing and implementing these innovative approaches in the HR management system, it is necessary to evaluate their time, feasibility and effectiveness, and to do everything necessary to ensure that employee resistance is as low as possible and that the effectiveness of the new innovation is uniform and efficient.

Thus, the main task in the current realities of the enterprise is to introduce innovative approaches to personnel management aimed at ensuring the continuous development of employees in order to improve their knowledge by establishing a lifelong learning system and creating all the necessary conditions for full self-expression and development, the existing mental and physical abilities of employees, their ability to create new creative ideas to improve production processes and increase the competitiveness of products.

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