TRENDS IN PERSONNEL MANAGEMENT DEVELOPMENT

Tarasiuk H.N., *Cherep O.G., **Levytska I.V.

Zhytomyr Polytechnic State University
Ukraine, 10005, Zhytomyr, Chudnivska str., 103

*Zaporizhzhia National University
Ukraine, 69000, Zaporizhzhia, Zhukovsky str., 66

**National University of Life and Environmental Sciences of Ukraine
Ukraine, 03041, Kyiv, Heroiv Oborony str., 11

galinatar@ukr.net, inna_levytska@ukr.net

ORCID ID 0000-0001-5112-102X, 0000-0002-3098-0105, 0000-0002-5810-7527

The main issues of development of human potential, corporate culture and increase of labour productivity are basic for enterprise development. Personnel management is one of the strategic directions of enterprise development. Changes in the personnel management system are inevitable. One of the directions of the introduction of changes is the adaptation of world trends in the development of personnel management to Ukrainian economic realities. Every year, different institutions, researchers represent a number of trends in the development of personnel management systems. The main of the analysed modern trends of personnel management are: the active use of technology at all stages of staffing; the formation of the passive reserve of human resources, dynamic situational gameplayed training, the active use of team work and experience of staff. The presented tendencies should be adapted to their introduction in the system of management of Ukrainian enterprises. This can be done by analysing known trends and identifying features and opportunities for their use. The purpose of the study is to analyse the main trends of the human resource management system and the possibilities of its adaptation for Ukrainian enterprises. The identified trends in human resources development can be adapted to Ukrainian realities after analysing their use in successful Western enterprises. One of such enterprise is Siemens. The presented theories with additional changes are relevant for a modern enterprise. The main direction of adaptation and implementation of technologies in the HR system is the creation of a convenient collective information environment with active knowledge and communication bases, the ability to customize its own personal working (or educational) information environment. Adaptation of world trends and practices of personnel management can be successful under the condition of active development of HR-brand by organizing a system of motivation and training.

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ТЕНДЕНЦІЇ РОЗВИТКУ МЕНЕДЖМЕНТУ З ПЕРСОНАЛУ

Тарасюк Г.М., *Череп О.Г., **Левицька І.В.

Державний університет «Житомирська політехніка»
Україна, 10005, м. Житомир, вул. Чуднівська, 103

* Запорізький національний університет
Україна, 69600, м. Запоріжжя, вул. Жуковського,66

**Національний університет біоресурсів і природокористування України
Україна, 03041, м. Київ, вул. Героїв Оборони, 11

Питання розвитку людського потенціалу, корпоративної культури та підвищення продуктивності праці є основними для розвитку підприємства. Менеджмент персоналу є одним зі стратегічних напрямів розвитку підприємства. Зміни в системі управління персоналом є неминучими. Одним із напрямів запровадження змін є адаптація світових тенденцій розвитку управління персоналом до українських економічних реалій. Щороку різні інституції, дослідники представляють низку тенденцій розвитку систем управління персоналом. Головними з проаналізованих сучасних трендів менеджменту персоналу є: активне використання технологій на всіх етапах роботи з персоналом; формування пасивного резерву людських ресурсів; динамічне ситуаційне геймифіковане навчання; активне використання командної роботи та досвіду персоналу. Указані

тенденції повинні бути адаптовані до їхнього запровадження в системі управління українських підприємств. Це можливо зробити шляхом аналізу відомих трендів та виявлення особливостей та можливостей їх використання. Метою дослідження є аналіз основних тенденцій розвитку системи управління персоналом та можливостей її адаптації для українських підприємств. Визначені тенденції розвитку управління персоналом можуть бути адаптовані до українських реалій після аналізу їх використання на успішних західних підприємствах. Одним з таких є підприємство Siemens. Розглянуті теорії з додатковими змінами є актуальними для сучасного підприємства. Головним напрямом адаптації та запровадження технологій у системі управління персоналом є створення зручного колективного інформаційного середовища з активними базами знань та комунікаціями, можливістю настроювання власного персонального робочого (або навчального) інформаційного середовища. Адаптація світових тенденцій та практики управління персоналом може бути успішною за умови активного розвитку HR-бренду шляхом організації системи мотивації і навчання.

Statement of the problem

Among of the constituents of the resource potential of the enterprises human resources occupy the main place. The presence of highly skill teams in management and manufacturing allows not only have high performance in the work, but also to form a flexible, effective organization that changes over time, is competitive, easily rebuilds directions of activity and adapts in the external environment. The HR management becomes more and more technological and individualized. But both of these characteristics are contradictory among themselves. Technologies foresee structuring and standardization of forms and processes. And an individual method foresees the active use of managerial motivational practices. This proves the urgency of the need for adaptation of the global trends in the development of personnel management for Ukrainian enterprises.

Analysis of recent studies and publications

In scientific articles, various surveys and practical observations, each year, the main trends in human resource management, talents, and innovative practices in human resource management are [1-6]. The revealed best practices for branding employers, introducing new technologies for personnel management are an example of their adaptation at other enterprises [7]. Among a number of global trends in human resource management, the results of various studies of individual researchers, practitioners and research institutes can highlight the following trends as active digitization of information and communications; formation of a passive reserve of personnel; dynamic situational game education; active use of teamwork, talent management, HR-brand formation. Despite the rather large number of scientific publications on the nature and use of certain tendencies, their features and capabilities for use in home enterprises are not covered.

Objectives of the article

The purpose of the study is to analyse the main trends of the human resource management system and the possibilities of its adaptation for Ukrainian enterprises.

The main material of the research

Consider each of trends and propose an algorithm of its use in the company with regard to a standardized process and individual motivational approaches.

1. Active digitization of information and communications is a tendency, which, on the one hand, is repeated since the 80s of the 20th century, and on the other hand changes dynamically in line with changes in scientific and technological progress, and in particular due to the introduction of information management systems. Each of the trends below will have a component of digital technology. The main area of adaptation and implementation of technologies in the personnel management system is the creation of a collective information environment with active knowledge and communication bases and the ability to customize its own personal work (or educational) information environment. This will reduce the contradiction between standardization and personalization when introducing digital technologies into the human resource management system. In addition, all the major processes of recruitment, its support, training, and the processing of various documents – business trips, vacations, applications - are in the same informational electronic environment and are as simple as possible simplified and digitized. Active discussion and moderation of important issues and issues through electronic communications that are supported not only by the IT department but also by other departments of the organization. An example of forming a complex electronic information and management space can be a corporate information system with a dynamic and static path that allows to cover all functional processes, as well as to create a personal electronic information environment supporting all management functions – planning, organization, motivation, control. The establishment of a personal information environment involves the availability of a collective environment and access to general electronic resources (first of all – reference books, charter, corporate culture documents, various professional knowledge bases); the realization of the possibility of fast communications without the using of corporate e-mail (chat, forum, internal messaging system); motivational electronic tools (affiliation with the group, ranking of departments, positioning the task in the strategy, etc.); as well as a number of personalization features for each employee – depending on the features of his workplace and tasks, experience, psychological characteristics, habits, etc. Thus, for example, a client manager not only has an expanded customer base with a history of

relationships, but also a situational knowledge base for typical negotiation cases, a clear link scheme for executing a specified order with all involved departments, a variational pricing system for pricing within the limits of the defined competencies. In an ideal scenario, such a system is based on a quality management system, contains detailed descriptions and models of all functional and managerial processes [8]. The real scenario of implementing a comprehensive corporate system involves options for making changes to functional and managerial processes, coordinating online and offline processes, setting time for employees' distance learning, etc.

2. The formation of a passive staff reserve is a technological part of the recruitment process. If earlier such a reserve consisted of a structured database of summaries, today passive candidates are found in various groups of social networks, on platforms of educational institutions, in various contests, competitions, etc. The system of internal vacancies and career growth in the enterprise is also actively working. Dynamic changes in the company's activities, cooperation with partners and clients lead to the need for the formation of temporary labour collectives, which can also be quickly created in the presence of a structured base of the passive personnel reserve. The direction of career development at one's own enterprise is one of the most popular for large enterprises and various associations, due to the scale and variety of their activities. Small and medium-sized enterprises, narrowly oriented branch enterprises are not able to contribute to the development of the career of their employees. In this case, work at such an enterprise is considered by a person as an experience for further dismissal and search for more highly qualified, highly paid and more statutory activities, or a highly skilled specialist, together with the owners, takes an active part in the development of the enterprise and his/her own career within it. A separate issue is the development of a career of a talented worker. He must find the place and the possibilities for realizing his talent within the defined activity at the enterprise. Otherwise, his talented abilities will not only be realized, but will still prevent the proper performance of their duties. That is why the talent management should be part of one of the subsystems of personnel management and be an active direction for the work of HR managers [9; 10; 11].

2. Remote working force. This trend is changing. Over time, you can find publications on the activation of remote jobs and appeals "Back to the office!". In any case, network work, internal portals, dynamic knowledge bases, collective projects, etc. Trends in the use of remote workforce vary with each passing year due to different levels of responsibility for work performed and existing contradictions in terms of customer requirements that are discussed remotely. Even IT enterprises, which traditionally use most of the remote labour force most recently, use hybrid forms of outsourcing – work with specially formulated outsourcing companies [12]. In case of using different remote work it is necessary to analyse the level of labour productivity, control the risks of business continuity and the quality of the tasks. A

separate issue is the assessment of the uniqueness of specialists with remote work and their links with other departments and the degree of need for their participation in collective management processes.

3. Training and gaming involve constant modelling of production and management situations, the formation of situational knowledge bases, dynamic guidance for work. Especially it is actively used in crisis situations. Actively used games for recruiting, forming critical analysts. Actively they introduce micro curricula relevant to this moment. Learning experience adapts not only to specific professions, positions, the enterprise itself, but also to the individual capabilities and needs of employees. It is clear that such an organization is only possible for large enterprises or network associations. If an enterprise has a crisis management officer, or even a department of analytics and anti-crisis policy, then, as a rule, this department, in accordance with analytical results, is developing an anti-crisis plan, including training of personnel. Together with managers, HR anti-crisis managers form situational business cases and games for training personnel, self-development of crisis situations, and prepare special collective trainings. With the use of various technological tools, during the period of their implementation, personnel are trained on special simulators and stimulators, which, after the test passage by specialists, are used as reference and supporting tools of professional activity. For example, for food processors, special simulators use analysis of primary raw materials and options for its use for the production of various food products, depending on the needs of the market and the capacity of the production facilities. This is especially true for specialists with little experience, as well as in situations of introduction of new technological lines, a new product range, and so on. A modern corporate university must be built using a variety of educational technologies based on the concept of mixed and dual education [11]. Gameplayed learning should be actively used in educational institutions and can be organized together with enterprises when students who are practicing in the enterprise and specialists of the enterprise participate in the simulation of technological and managerial processes. Such an organization of training will reduce the skepticism of specialists to the tools of gaming, will reveal and use the new approaches of youth and form a mixed productive team of young future employees (passive reserve) and experienced professionals.

4. Active analytical forecasting of employees' needs by managers of HR. The trend of engaging employees in strategic planning, new ideas, initiatives, and new projects has been replaced by the formation of an ecosystem, which combines three main aspects - interaction, culture, and efficiency management. Such an ecosystem will enable to generate various forms of engagement [12].

In our opinion, the basic directions of personnel planning at the enterprise should include such components (Fig. 1).
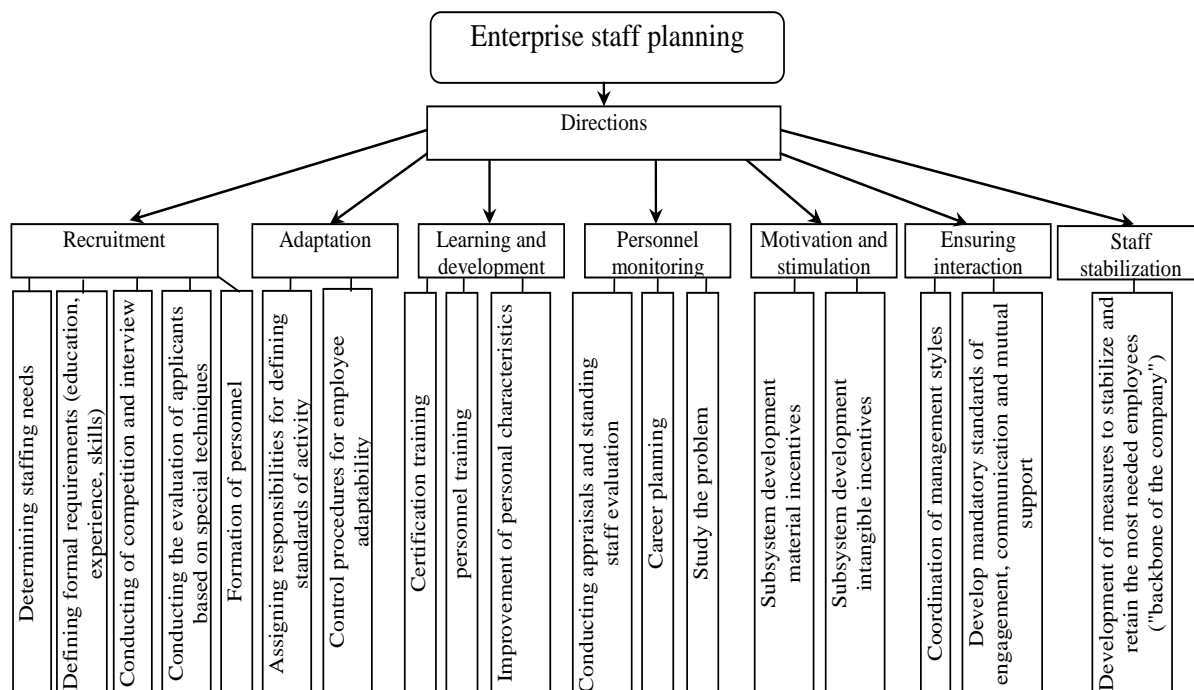
Fig. 1. The basic directions and tasks of personnel planning in a modern enterprise

This tendency is supported by special pulse-indicator feedback tools, which allow understanding and developing employee experience. The modern labour market is characterized by the predominance of mobile workplaces, the invitation to individual projects, the change of traditional career paths of employees. As it was already noted in the direction of the passive reserve, the needs of employees should provide for his career growth. If the company does not have such opportunities, the employee, as a rule, either changes his place of work or begins to develop a new direction of the activity of the enterprise, on condition of the involvement of this specialist in the strategic management of the enterprise.

5. Teamwork in various forms is actively used both for project organizations (enterprises) and for enterprises with regular production and various innovative projects. Teams can be formed as teams of departments, working groups, groups for learning, etc. Affiliation to the general team of the company is also motivating, especially if there is a high level of corporate culture, social package and motivation system for employees.

Activation, rather than the reduction of HR teams, is possible only with the strict monitoring and evaluation of the work of HR managers and the results of their work with the staff, the results of the introduction of various motivational programs and targeted training programs for staff.

For example, the motivation of the staff at Siemens is based on a regular objective assessment of each of the professionals and the availability of opportunities for personal growth and the construction of their own careers. The company has had a long history of activities since 1843. More than 427 thousand employees of the concern work in the world. Affiliation with such a company is a great incentive for development. But specialists should not only develop their professional abilities, but also be creative, experienced and initiative. The company offers professional training for all employees, opportunities to develop not only in the field

of technical development, but also in other areas, such as finance, marketing, sales, various researches. The company has special specialists in working with the initiative of employees, processing various creative ideas. Analysis of the system of motivation in one of the most successful companies suggests that all trends in the development of personnel management, identified in 2018, are present in it. However, oddly enough, academic staff management schools remain relevant. They are used in the enterprise on the principle of a spiral – with the accumulation of modern changes on the actual principles of human resources management [13].

The scientific management of F. Taylor foresees a clear monitoring of the implementation of the tasks by the employees. Complex tasks were split into components for more effective evaluation. The best companies today are using business process models to identify their owners with the possibility of their improvement, a high level of responsibility for each process.

More and more relevant is the hierarchy of A. Maslow's needs, which is actively used in constructing of a system of motivation. All enterprises that have the ability to provide their highly qualified specialists with wages, that satisfy not only basic needs, but also socialization and self-actualization, introduce special programs to support new ideas and projects.

The concept of F. Herzberg's motivation is to forecast the needs of employees and to determine the motivational factors and lack of motivation. For example, poor staff training, inadequate workflow, ineffective evaluation of staffing tasks - all these are demotivators for further professional and personal growth. The experience of Simens shows that there is a need for a transparent system of communication about opportunities for employees, a variety of incentive programs.

Important is also the direction of HR-brand development. An enterprise with such a brand will always have effective human resources. But for this, the company's

management should adapt it to the modern requirements, to know the answers to such questions as:

Why do people have a desire to work at your company?

How well is your HR system ready for employee development?

What is the state of HR-brand of the enterprise, what are the impressions of those who worked at the enterprise? Is there a high turnover of staff?

How many levels does your internal and external personnel reserve have? What percentage of your employees will recommend your business to others?

To adapt the considered trends and examples of the development of the system of motivation and HR-brand for Ukrainian enterprises, it is necessary to create the following conditions:

1. To develop HR-strategy of human resource development of the enterprise on the basis of system approach as part of the general strategy of enterprise development.

2. To formulate the target directions of HR-strategy in accordance with the tendency and the possibilities of their realization at the definite enterprise.

3. To identify the target groups of staff and their needs for motivation, training, professional and personal growth.

4. To form a system for evaluating the activity of the personnel by the target groups.

5. To form a system of motivation for professional and personal growth of staff.

6. To form the concept of an information management system of personnel as an internal corporate portal using modern technological tools.

Conclusions

Consequently, the analysis of world trends and practices of personnel management allows us to make conclusions about the relevance of the known management theory and their additions to changes in accordance with the dynamic changes in management and information technologies. Adapting of new trends in Ukrainian enterprises can be successful at large enterprises with a developed system of personnel management and motivation, or by the introduction of sector clusters of medium and small enterprises with the possibility of using mobile teams of personnel, cluster training systems and motivation to belong to a professional society.

In the plans for further research, we plan to consider each of the identified trends in human resource development in more detail with examples of adaptation for Ukrainian enterprises. Discussion issues include assignment and limitation of target groups of personnel in strategic planning, definition of needs and time for professional training, introduction of modern methods of mixed training and gameplay for experienced staff.

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