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HR INNOVATIONS AND CURRENT LABOR MARKET: ASPECTS OF INTERACTION

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ІННОВАЦІЇ В УПРАВЛІННІ ПЕРСОНАЛОМ ТА СУЧАСНИЙ РИНОК ПРАЦІ: АСПЕКТИ ВЗАЄМОДІЇ

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ИННОВАЦИИ В УПРАВЛЕНИИ ПЕРСОНАЛОМ И СОВРЕМЕННЫЙ РЫНОК ТРУДА: АСПЕКТЫ ВЗАИМОДЕЙСТВИЯ

Necessity of innovations implementing in HR sphere is considered in the article. Modern methods of the staff selecting, training and motivation in the company on the base of the world tendencies in HR are determined. Classical complex analysis of the labor market of Chernihiv is conducted. Unemployment indexes on the local level are determined. Necessity of introducing the newest staff-technologies with the purpose of decreasing the unemployment level are grounded.

It was proved in the article that innovations in the HR system require from organization changes in different aspects: in teaching and training; in the system of hiring; in technologies of material and technical provision, in social support. It was satetd that the complex HR system combines both careful selecting of the candidates, and efficient teaching, adaptation and motivation of the staff within the company. HR methods, state policy on the labor market, development of the production processes don't stimulate the growth of the employment level. Indexes on the labor market, in particular, in the city of Chernihiv, also certify about that.

Key words: labor resources; HR; staff-technologies; HR methods; HR innovations; unemployment level; labor market.

Tabl.: 3. Bibl.: 16.

Розглянуто необхідність впровадження інновацій у сфері управління персоналом. Визначено сучасні методи підбору, навчання та мотивації персоналу в організації на основі світових тенденцій у менеджменті персоналу. Проведено комплексний аналіз ринку праці м. Чернігова. Визначено показники безробіття на місцевому рівні. Обґрунтовано необхідність впровадження новітніх персонал-технологій з метою зменшення рівня безробіття.

Доведено, що інновації в системі управління персоналом вимагають від організації змін у різних аспектах: у навчанні та підготовці; у системі найму; у технологіях матеріального та технічного забезпечення, у соціальній підтримці. Аргументовано, що комплексна система управління персоналом поєднує як ретельний підбір кандидатів, так і ефективне навчання, адаптацію та мотивацію персоналу всередині компанії. Методи управління персоналом, політика держави на ринку праці, розвиток виробничих процесів не стимулюють зростання рівня зайнятості. Про це свідчать і показники на ринку праці, зокрема в місті Чернігові.

Ключові слова: трудові ресурси; менеджмент персоналу; персонал-технології; методи управління персоналом; інновації в управлінні персоналом; рівень безробіття; ринок праці.

Табл.: 3. Бібл.: 16.

Рассмотрена необходимость внедрения инноваций в сфере управления персоналом. Определены современные методы подбора, обучения и мотивации персонала в организации на основе мировых тенденций в менеджменте персонала. Проведен комплексный анализ рынка труда г. Чернигова. Определены показатели безработицы на местном уровне. Обоснована необходимость внедрения новейших персонал-технологий с целью уменьшения уровня безработицы.

Доказано, що інновації в системі управління персоналом потребують від організації змін у різних аспектах: в навчанні та підготовці; в системі найму; в технологіях матеріального та технічного забезпечення, в соціальній підтримці. Аргументовано, що комплексна система управління персоналом об'єднує як ретельний підбір кандидатів, так і ефективне навчання, адаптацію та мотивацію персоналу всередині компанії. Методи управління персоналом, політика держави на ринку праці, розвиток виробничих процесів не стимулюють зростання рівня зайнятості. Об этом свидетельствуют и показатели на рынке труда, в частности, в городе Чернигове.

Ключевые слова: трудовые ресурсы; менеджмент персонала; персонал-технологии; методы управления персоналом; инновации в управлении персоналом; уровень безработицы; рынок труда.

Табл.: 3. Библ.: 16.

JEL Classification: O31; M12; J21

Problem setting. Economic situation in the country in firts turn depends on the resultativeness of the economic subjects activity. Working efficiency of the enterprise, no doubt, is supported by labor resources, in particular, on their competence , qualification,

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ability to learning and development within the organization. However, current indexes of unemployment on the labor market of Ukraine state that the active system of organization of social production, in particular, HR requires improvement.

Working experience of the foreign corporations confirms that implementing on the practice the newest technologies in HR management increases the effectiveness of the staff work, improves the indexes of the team work, reduces staff turnover and decreases enterprises activity on the different levels of economic activity. Directly, positive results in the operation of the domestic enterprises shall attract as well foreign capital in the scientific-technical and innovative spheres of the economic activity of Ukraine.

Analysis of the recent researches and publications. In field of theoretical and practical aspects considering of HR innovations introducing significant number of domestic and foreign works of outstanding researches in field of HR management were devoted, namely: D. Bogynia, O. Vikhansky, V. Diatlov, P. Drucker, G. Desler, V. Iegorshyn, J. Lafti, A. Pul, A. Shegdi, S. Shekshni and others. However, insufficient research of the newest methodic of HR management requires more detailed and informational consideration.

Definition of not solved before parts of general problem. Notwithstanding numerous scientific works in sphere of HR innovations, the process of introducing the newest technologies in practice of labor market requires to be improved.

Aim and tasks of the article. The aim of the article is grounding of the feasibility of HR innovations introducing at the enterprises.

Statement of the main material. Current state of the economy of Ukraine directly depends on the level of living standards, employment indexes and working capacity of the population. The newest methods of staff management directly form the efficiency level of the staff work, working efficiency of the staff, from that depends unemployed number on the labor market.

Personnel management in current conditions is one of the most powerful tools of the competitiveness, financial independence and enterprises development forming. That is why, at the present moment, there acute necessity arises to elaborate and introduce such administrative levers that could correspond to the requirements of the market economy [7].

The pace of the country development nowadays define achievements in science and technologies that increases the importance of innovations in all spheres of life activity. Today, on the regional level stable tendency to decreasing activity in scientific-technical sphere and innovative activity can be observed (Table 1). Thus, in Chernihiv, number of scientific-technical works executors for the period of 2011-2015 decreased for 105 persons. The number of innovative active enterprises for this period was decreased for 12 pieces, and volume of the sold products – for 21,4 mln UAH.

Table 1

Science, technologies, innovations in Chernihiv for the period 2011–2015 [12]

<i>Index name</i>	<i>Year</i>				
	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>
General amount of scientific and scientific-technical works performed by own forces, mln UAH	16,8	18,8	18,1	17,8	16,9
Number of scientific and scientific- technical works executors, persons	293	324	240	235	188
Number of innovative active enterprises, pieces.	20	22	22	15	8
Volume of sold innovative products, mln UAH	68,9	49,7	35,7	83,8	47,5
Number of implemented new technological process, pieces.	2	11	13	9	22
Number of implemented innovative types of the products, pieces.	16	15	48	354	45
Purchased new technologies, pieces.	0	0	0	0	1

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To the main reasons that brake the development of the innovative activity absence of actual stimulus to renew the production means, outflow of intellectual capital, non efficiency of the technologies transfer, not sufficient number of qualified labor resources can be related.

Concerning HR innovations in staff management, that we understand as introducing changes to the process of working activity of the staff, climate of inter personal relations, system of work distribution, and motivation factors of work in the company. Their implementation envisage economic and social affects through increasing material and moral staff welfare [14, p. 456].

HR innovations require from the companies changes in different aspects: in teaching and training; in hiring system; in technologies of material and technical providing, in social support.

Modern requirements to the staff define competence that the employees should acquire, namely: general correspondence to the qualification demands in sphere of social and economic direction; communicative experience that can be manifested in possibility of collective efficiency of cooperation; target direction; openness for changes and innovations; highly specialized compliance to the employer's demands; availability of desire to learn and increase qualification.a

Forming of optimal staff is performed on the base of qualitative selection, analysis of proficiency, staff placement and rotation in the company. The newest technologies in selecting the staff – success of the whole company work. Either of the companies that cares about time, labor and financial resources saving, should not allow employment of any not relevant staff.

Technically, search of the qualified staff is very complicated because of limiting labor resources of this type. Such staff selecting is made is made with the help of headhunting. This is a method of searching the staff that are valuable both by professional profiles, and work professionalism [15]. More often, these are the workers of the legal, accounting, managerial profiles or narrow directed specialties.

Headhunting is used in two directions:

1. When skills are required (networking). With the help of recruiter agencies the enterprises search for those employees that are of interests for the enterprise but which are impossible to be directly interested in work.

2. By direct search. In this case, both a recruiter agency, and the enterprise with the vacant post define the number of the companies where it is possible to find appropriate labor forces. Further, though the recruiters a proposition is made to interested candidates.

Using by search services of recruiter agencies though it is quite a costly service (commission reaches about 50 % of the yearly salary of the employee), but it is mostly efficient [10].

Taking into account that representatives of some professions can be rarely met on the market, search of this staff type requires considerable time and financial costs, Selecting of the staff of such level is made within the region or place of the enterprise location. The main method of searching in this case is recruiting. This business process is related to the staff manager responsibilities at the enterprise. Search is made either directly by the enterprise itself, or by the recruiting agency. Candidates selecting either is made on the base of the modern data base of the employees, or on the employment websites. Nowadays, this is the most spread method because of the completeness by the candidates the database [13, p. 389].

Candidates selecting of the lower level is made on the local level, mostly through the employment centers [15]. Staff search of this level is made by the help of “screening”, in other words, surface selecting. Characteristic selecting criteria by age, sex and working experience are determined.

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Current state of the labor market of Ukraine envisages correspondent level of training of already employed staff. The information society is formed in such order that knowledge, skills and abilities quickly become obsolete, and professional ability of the staff depends on in what extent abilities correspondent to the market situation. That is why, each enterprise should continuously develop the existing staff. That is performed through forming competence in the process of continuous training. Staff management in this case gives the possibility to maximally reveal potential of each employee with significant contribution in social and economic results of the enterprise work.

Experience of economically developed countries gives the possibility to define some methods of training that allow to improve qualification characteristics of the staff not dismissing it:

- Training classes. This method gives the possibility to develop not big group of people. In the process of training minimum information “cleaned” from unnecessary details, is used. Skills and competence are formed on account of exercises on the base of acquired data.

- Case study – means of staff development on the base of interactive technologies. The task of this method is to learn to process big amount of information, define key elements from the information flow in correspondence to the put tasks and find the most optimal solution.

- Coaching – one of the training forms where with the help of the coacher the employee on his own finds the problem solution and ways out of difficult situations with further fixing them on practice.

- E-learning – system of remote learning with the help of information and electronic technologies: video classes, e-books, special programs. The advantage of this method is massiveness of simultaneous use.

- Self-learning. Method of the staff development using actual information media: data base, documents archive, job descriptions or profiled software [5, p. 25].

However, for learning and development at the enterprise, the employee should have definite stimulus based on the individual motives.

At the present moment some groups of methods for stimulating to work are defined:

1. Economic. Forms of this stimulus manifestation are different: salary depending on the way of its calculation, bonus, interest-free loans, insurance and others. The efficiency is defined depending on adequacy understanding and fair use of the stimulus by the staff.

To innovative system of labor payment in this case can be related analytical system and method of indirect Hay profile tables. Analytical system of labor payment is based on note differential assessment of the work complicatedness in accordance with qualification, skills and abilities of the employee [1]. Method of indirect Hay profile tables is the most popular in the West. Its essence lies in defining market value of each profession on the base of which system of labor payment is based on the selected post. That gives the possibility to decrease the staff turnover and optimize employees number [16].

2. Management methods by aims. These methods are used at more than a half of the Western enterprises. The essence lies in using right correlation of the employees' needs to the aims of the enterprise activity. The employees are organized in groups to which the aims are stated in the qualitative or quantitative indexes to the enterprise activity. By achieving the put tasks, the group of the employees receives necessary stimulus. To the newest method of the group the following ones can be related:

- Compensation by Scanlon system – remuneration for the results of work or acquiring new skills;

- Rucker bonus system – bonus system for increasing the amounts of net products in correlation to the unit of salary;

- Iproshear bonus system – reward for working time saving (in man-hours) that are

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spent for production of the input amount of ready products;

– reward for innovative propositions of the workers, passing the courses of qualification increasing second higher education, etc.

Stimulating of the employees by this method gives the possibility to increase productivity through individual material interest [6].

3. Work enrichment. These methods lie in increasing the level of moral satisfaction by labor through increasing the labor prospects, development of labor processes, granting autonomy in decision-making, using resources or installing the operating mode. Innovative technology that is very popular in this group of the methods is attracting some employees for task performing defined for one employee. That allows to perform optimally the target with comprehensive problem consideration, when the employee cannot work the full day. One more interesting approach under this methodology is allocation of working time for elaboration of own projects within specifics of the company work. That gives the possibility to arise more interest for self development with the possibility of bonus receiving for positive results after projects implementing [2].

4. Methods of participation. They can be manifested both as collegial problem solving considering the employees' thoughts, and a participation in the company's profit by means of shares buying. In this case, they employees are eager to increase economic results of the company's activity, strive for development and prosperity, and, thus, increases the percent of own profit for work [6].

Grounded on these methods, at the present moment, big corporations elaborate own technologies of staff management combining different approaches and stimulus. But each company, basing on its own mission, aim and targets of the activity, and starting from that to start building its strategy of staff management.

Complex system of management combines both careful candidates selection, and efficient learning, adapting and motivation of the staff within the company. Efficiency of innovative methods introducing is grounded by the results of foreign enterprises activity and countries with the developed economy. However, Ukraine cannot boast such results. Our methods of management, state policy on the labor market, development of the production processes don't stimulate increasing the employment level. About that also the indexes on the labor market, in particular, in the city of Chernihiv, can certify.

As of the 1st of January, there were in the city one big (PJSC "Chernihivoblenergo"), 121 medium, 2677 small enterprises and 15.5 thousands of individual entities,. Small and medium business is a base of the economy of the city. There are employed 66 % staff members of the city [12].

Table 2

Employees number in sphere of small and medium entrepreneurship of the city of Chernihiv, persons [12]

Index name	2011	2012	2013	2014	2015
Employees number in sphere of small and medium entrepreneurship	42921	42089	64424	51997	48522

If to take into consideration that small and medium business is the base of the economy of the city, then the level of labor resources as of the beginning of 2016 fell for 6,6 % comparing to the same period of 2015 and increased for 13,1 % comparing to 2012.

Average number of the staff personnel in the region in December 2016 made 188,0 thousand of people comparing with the relevant period of 2015 , was shortened for 1,2 thousand of people [11]. Average monthly nominal wage of one of the staff employee of Chernihiv by the results of 2015 increased comparing to 2010 for 80,4 % and made 3298 UAH, that is for 0,1 % more than in Chernihiv region (3295,0 UAH) and lower for 21,4 % than in

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Ukraine (4195,0 UAH).

By the data of the State Statistic Service because of the inflation processes the wage in Ukraine by the results of 2015 fell in relation to the level of 2011 for 7,6 %, in Chernihiv region – for 4,5 %. Among the regional centers of Ukraine, Chernihiv by the level of wages continues to take one of the last places. The closest to Chernihiv by the level of wage are the cities Chernivtsi (3224 UAH), Ternopil (3277 UAH) [12].

Within 2011-2015 increase of the city inhabitants was observed that were accounted by the municipal employment centers (hereinafter –EC). By the results until 01.01.2016 there were accounted 16050 unemployed citizens, comparing to 2014 more for 7,2 %, with 2011 – for – 26,8 %.

Table 3

Dynamics of the persons number accounted as unemployed citizens at the Employment Centers, thousands of persons [11]

Year	Index, thousands of persons
2011	12,7
2012	13,2
2013	15,3
2014	15,0
2015	16,1

At the same time, number of vacancies submitted by the Employment Center starting from 2014 was decreasing. By the results as of 01.01.2016 there were available 7283 vacancies that for 4,0 % less than in 2011.

However, work efficiency with employment is being increased. Thus, as of 01.01.2016 by sending of the Employment Center within the year 5301 unemployed citizens were employed, that is for 20,5 % higher than the index of 2011 [11].

All available in the Employment Center vacancies cannot be completed because of non compliance of specialization or qualification of the persons that are accounted to the stated requirements. That indicates wrong system of learning and training of the employees at the employment places and inefficient state policy in sphere of the qualified staff training in the higher educational and specialized establishments.

Conclusions and propositions. Thus, under the performed analysis of HE innovation on the labor market of Chernihiv the following conclusion can be made that percent of the unemployed citizens grows with each year. In general, comparing with the indexes of 5-years ago this index increased more than for a quarter. By this, the level of average monthly index wage fell nearly for 8%. This situation on the labor market confirms inefficiency of the actual methods of the staff management at the enterprises. Solving the problem of unemployment both on the local, and state level is possible only on the condition of increasing the production capacities of products with high content of value added, introducing foreign experience in sphere of the staff management. Personnel-technologies implementing at the enterprises will allow to decrease the level of the staff turnover, to improve the living standards of the population and decrease the indexes level of unemployment and that is, in its turn, will positively influence on general economic situation in the country.

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