Modern Trends in the Development of the Human Resource Management System

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Abstract: The article discusses modern HR technologies necessary for the strategic management of domestic companies, as well as the main difficulties and problems associated with accounting, control and motivation of personnel. It reflects in detail how the specificity of HR management is manifested, together with approaches to building the functions of the personnel management process. The mechanisms for improving HR management in the business environment and the role of consulting agencies in recruiting are disclosed in detail. The conclusion is made about the existence of a number of contradictions and conflict situations in the process of HR-specialists' activity in the modern labor market.

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and is one of the main tools for solving the problems of human resource management in an organization. Methods for identifying personal and professional abilities in hiring, an individual approach to personnel in the process of training and development, career planning for employees, motivation management, etc. is a modern HR management system that is developed and implemented at all levels of company management. One of the key trends in human resource management is the inseparability of business strategy with a training and development strategy. Thus, companies are looking for opportunities to improve their efficiency by influencing the KPIs of the learning and development process. In these models, coaching, mentoring and mentoring of managers and subordinates is implemented at the level of daily interaction and daily tasks. A separate role in the organizational structure is played by the formation of a network of teams that meet the following principles: Formation of a team around a specific market, segment, product with further functional division; Transfer of responsibility for setting goals and objectives in accordance with the current strategy of the company to teams; Combining information flows of isolated structures into a single information center; Rotation of personnel between departments. A high level of organizational culture and employee engagement is also one of the most relevant trends in the development of human capital. With the high development of corporate values, the formation of a sense of the value of the work performed by employees, the precise definition of goals, responsibilities, etc., the value of the company's human capital increases. In terms of training and development, companies strive for individualized development management in the form of a talent management system. At the same time, referring to innovative methods of assessment, learning in the labor process, rotation, mentoring, etc. In the process of HR management development, a new way of thinking is formed in relation to the formation and development of the company's human capital. HR management in modern companies is carried out within the framework of the organization's development strategy, with the involvement of management at all levels and has a very wide level of responsibility. For the most effective identification and assessment of the potential of an employee, companies use their own and adapted models of potential. Obviously, for such new forms of organizing professional activity, a new cohort of professional managers is needed, primarily in the field of personnel management. It should be noted that in the evolution of the theory and practice of foreign personnel management, phases associated with the adaptation of both new management technologies and specific approaches to personnel work can be distinguished. A significant revolution in personnel work was caused by the application of the ideas of a systems approach in management. The formation of system management has led to the emergence of a fundamentally new technology of personnel management - human resource management. This technology was embedded in the strategic management system and the HR function became the purview of corporate executives. The transformation of personnel management into human resource management has found its expression in the following main trends in personnel management: - all recent years in developed countries there has been a relative and absolute growth in the number of employees in personnel services; - the status of this profession has increased: the heads of human resources services in most corporations have become members of the board and even the composition of the boards of directors, the attention to the level of professional training of personnel managers has sharply increased; - the isolation of personnel policy from the general business strategy negatively affected the success of the organization as a whole. This refers to the integration around the management "vertical" of all functions of personnel management, expressed in the emergence of a strategic level in human resource management. Instead of the rather fragmented structure of personnel management, which existed in the era of dominance of the first and second models of personnel management, a management system is emerging, focused primarily on the development of human capital. The mission of this system is to implement, among other priority strategic goals of the corporation, the key goals of its personnel policy.

The main differences between human resource management and personnel management are as follows: - in contrast to personnel management, human resource management is reoriented from the needs of employees to the needs of the organization itself in the workforce, and the priorities
of personnel management are determined primarily by the results of a functional analysis of existing and projected workplaces, and not the existing human resources of the organization; - reorientation to the strategic dimension of human resources management makes the personnel policy more active in contrast to the passive and reactive policy characteristic of traditional models of personnel management; - responsibility for the implementation of a more active personnel policy is also assigned to line managers (heads of structural divisions), which means that the personnel work of managers of all levels is integrated into the personnel management system, which alone is capable of effectively implementing such a policy; - there is a reorientation of the personnel management system towards individual work with personnel, and, consequently, from the collectivist values dominating in personnel management to individualistic ones; - if traditionally the HR manager had to strive to save on costs associated with the reproduction of the labor force (and therefore was not interested in long-term investments in human capital), then the technology of human resource management is aimed at increasing the efficiency of this kind of investment, ensuring constant professional growth employees of the enterprise and improving the quality of working conditions.

Since human resource management developed within the paradigm of contracting individual responsibility, this technology initially opposed collectivist (pluralistic, i.e., taking into account the difference in interests of employers, managers and ordinary workers, in the terminology of the British school of personnel management) approaches. However, human resource management cannot be unequivocally classified among the unitarian approaches that preached the unity of interests of all employees of the corporation.

Human resource management is considered one of the strategic directions of management, it is based on an approach to managing one of the most valuable assets - people who make an individual and collective contribution to the achievement of the strategic goals of the organization - that is consistent with the overall strategy of the company. The essence of human resource management is considered to be a set of ideological and philosophical approaches that take into account four main aspects: - the basis of human resource management is a specific set of beliefs and assumptions; - this process has a strategic focus, that is, contributes to the achievement of strategic goals; - an important factor is the information support of management processes in this area; - middle managers are actively involved in the human resource management process, using a set of levers to build labor relations with personnel. Thus, the concept of human resource management is based on the idea of the increasing role of the employee's personality, his participation in management processes, the importance of the ability to form and direct abilities and skills in accordance with the tasks facing the organization. Distinguish the following stages of the development of the HR - Strategy: - an internal audit of human resources in companies, process analysis; - identification of organizational weaknesses / strengths of the company in the field of personnel management; - identification of the missing elements of the personnel management system; - determination of tasks and priority measures for personnel management within the framework of the general business strategy; - preparation and approval of the personnel management strategy by the organization's management. Taking into account the strategic approach in personnel management, the task of developing the organization's human resources acquires a special role. In the process of strategic personnel planning, it is important to take into account the prospects for creating conditions for enhancing the capabilities of the organization's human resources to resist competitors, strengthen the company's competitive advantages, and use the prospects for the positive influence of environmental factors.

The human resource management system has a number of principles:

- focus on strategic goals and the adoption of a "talent management" strategy;
- development and implementation of special programs and activities aimed at developing and motivating personnel, ensuring optimal conditions, environment and organizational culture in the company;
the formation of a significant volume of personnel investments aimed at retraining, retraining and advanced training of personnel, its diversified development and career growth;

the use of analytical methods in the process of personnel management;
the formation of personnel loyalty as the basis of the company's competitiveness in the labor market;
active use of social and psychological methods of personnel management;
the use of innovative forms and technologies of personnel training, etc. So, the key to building a successful human resource management system is the observance of the above principles.

The process of human resource management in the enterprise will be effective only if there is a strategy, as well as the relationship between strategy, policy and management system. At the same time, it is important that the goals are set correctly and the human resource management system is built in such a way as to work towards achieving the goal.

BIBLIOGRAPHY


