
Personnel Management of an Enterprise in the Context of Digitalization of the Economy

Abitkoriyev Azizulla Muxamedraximovich
*associate professor of the "Economics" department
of Andijan State University
E-mail: abitkariyev@gmail.com*

Abstract: The issue of definition of concepts and development of terminology is very important in any science. Definitions and terms that underlie reasoning affect the final results of research. Any term is based on one or another approach or the author's attitude to the problem under consideration. Currently, a large number of diverse approaches to the interpretation of the concept of "economic security" are presented in the scientific literature. However, all of them give very inaccurate and scattered representations, in particular, they do not reveal the essence, and nature and functions of the phenomenon under study. In the context of dynamic growth and requirements related to ensuring economic security, the systematization and development of a methodology for hardware support of economic security, according to the authors, is a priority of scientific research in the field of economic security. The article presents the results of research on the development of regional development strategy taking into account the priority factors of economic security. In contrast to the original methodological concept, where the analyzed definition is decomposed into its components (defining, developing, clarifying and supplementing the attributes), in the case of the definition of "economic security", the authors came to the conclusion that it is necessary to introduce an additional factor - a concrete attribute, since the studied maxim differs very much complex and branched structure and contains a large number of characterizing concepts. Based on the results of the study, as well as the experience obtained by the authors, the directions and recommendations for the formation of the economic security strategy as an integral and system-forming part of the overall strategy of socio-economic development of the region are proposed.

Keywords: security, economic security, the concept of economic security, terminological analysis, terminological analysis of economic security.

Introduction

The digital economy on a global scientific and applied scale is still an unexplored phenomenon that is at the stage of formation. However, the ongoing processes of change are so rapid that the VUCA model (variability – uncertainty – complexity – obscurity) is more suitable for effective management and the most complete understanding of digital transformations. The dynamism of the external environment in new conditions certainly affects the internal processes of enterprises and organizations, which must not only adapt, but also develop management models that allow them to function effectively in conditions of chaos and uncertainty. All processes must change, including human resource management.

Digital transformation is a qualitative improvement of production and business processes through the introduction of innovations and adaptation of business models to the conditions of the modern digital economy [4]. The digital economy is a set of relations that develop in the processes of production, distribution, exchange and consumption, based on online technologies and aimed at meeting the needs for life benefits, which, in turn, involves the formation of new ways and methods of management and requires effective tools of state regulation [5].

Literature review

The results of research on the evolution of the digital economy conducted by L.V. Lapidus indicate that the modern period is characterized as a "digital fever", however, starting in 2020, a "systemic transformation" will occur, involving qualitative systemic shifts.

The main principles of digitalization are: increasing consumer value; transition to customized products and services; omnichannel; reduction of horizontal value chains; reduction of transaction costs; reduction of the innovation lifecycle; entry of traditional companies into new markets of electronic services; "end-to-end" penetration of Industry 4.0 technologies; transition to "digital twins"; ecosystem approach to digital transformation management [5].

The digital economy is forming a new type of organization – a digital organization (enterprise). Despite the novelty of the concept, the digital enterprise has a broad interpretation, which confirms the interest in the topic and the direction of research. Thus, according to M.V. Baranov, the concept of a digital enterprise implies a complete restructuring of the business, including production, customer relations, and company management methods, based on the widespread use of digital technologies. The foundation of digitalization is the global technological trends in information technology, the cumulative effect of which caused the digital transformation.

The main trends in the formation of a digital enterprise, along with the optimization of internal process management based on ERP, BPM and ESM systems and big data analysis, are ensuring the mobility of all employees of the enterprise, sociality, knowledge and people management and, as a result, changing the organizational structure, culture, perception of changes, changing the competencies of personnel and the management system as a whole.

All employees and customers are becoming mobile, not just managers, so new mobile applications with enhanced functionality are needed to manage a digital enterprise. The Internet of Things, which is, in fact, the development of mobile technologies, will have an even greater impact. Service industries and B2C markets, primarily retail, are already experiencing another wave of mobilization, which takes their interaction with consumers to a new level. The field of marketing in the digital space is also being transformed towards greater detail and personalization of the offer to customers – and this requires an in-depth study of available information using knowledge management technologies [11].

The main part

To form a digital enterprise management system, management must make and implement a number of management decisions:

- 1) development of a business strategy that allows the effective application of digital technologies, taking into account the needs of customers;
- 2) assessing the shortcomings of the current business model of the enterprise and determining the directions of change (roles, processes, approaches to management and work);
- 3) the definition of responsibility for changes in design and control over implementation to a specially created working group [8].

The main values of the digital economy are information and knowledge, the source and carrier of which is a person, therefore, the digital economy defines a new role for human resources and

human capital, and not only constant changes and trends in various innovations. Despite all the advances in business process automation, people with their intuition, skills and abilities remain a key factor in the success of a digital enterprise, so traditional HR management systems are being transformed into talent management, training and employee development. In this regard, it is necessary to consider the features of the emerging new conditions and determine the goals, objectives, functions and roles of a person in the management system.

Sociality makes the management structure of an enterprise flat, that is, it destroys the vertical hierarchy, allowing everyone to communicate directly. This will inevitably lead to the spread of new management concepts based on network management principles instead of command and administrative ones. Having gained experience of social interaction on the Web, people will definitely bring it into their working relationships.

In the evolution of modern personnel management, four concepts can be distinguished that define the role of an employee and a person in production [2]:

- 1) the use of labor resources (labor as the only human function, measured by the cost of working time and wages);
- 2) personnel management (a person was considered through a formal role – function, management was carried out exclusively through administrative levers);
- 3) human resource management (a person began to be considered not as a position (an element of the structure), but as a non-renewable essential resource);
- 4) human management (a person is not only a special object of management, but also a subject of management, which can no longer be considered only as a "resource").

In this classification, the human factor represents a purposeful impact on a person as a carrier of the ability to work in order to obtain greater results from his activities, greater humanization of changes carried out at the enterprise, orientation of the organization of production and labor to human capabilities and interests. A person is the main subject of an organization, a special management object that cannot be considered as a resource. The strategy and structure of the organization should be based on the desires and abilities of the person. Analyzing the evolution of approaches to determining the role of personnel in production, it can be noted that human resource management is the next, more effective approach to understanding the role of personnel in an organization. The concept of human resource management is currently the highest priority, and most enterprises, unfortunately, mainly Western ones, have already moved to a new vision and representation of the role of personnel in the organization and have determined the trajectory of movement towards the concept of the human factor. Domestic enterprises still adhere to the traditional concept of personnel management, namely, personnel administration, which is inherent in the concept of personnel management, and continue to give priority to improving efficiency through financial resources and indicators.

Given the trends in the formation of the digital economy, it should be noted that in the near future it is the fourth concept – human management - that will play a leading role in the management system of digital enterprises. This will be reflected in the development of new competencies necessary for personnel in a digital environment, ensuring involvement in the process of change in general, including organizational culture and structure in particular. Therefore, in the conditions of the digital economy, it is necessary to form a new stage (approach, concept) in the evolution of personnel management. This can be, for example, digital competence management, digital human capital management, human management in the context of digital transformation. The proposed new concept should be based on a competence-based approach, since

it is the formation and development of digital competencies that will determine the success of personnel and enterprises in VUCA conditions [6].

For managers of a digital enterprise and managers of all levels, digital competencies and their integration into the traditional system of managerial knowledge, skills and abilities, as well as solving personnel issues, will be the most relevant, since specialists with not only new technical training, but also with a different mentality are needed to implement the digital business development model. Digital competencies are new requirements for personnel that ensure the achievement of enterprise goals in conditions of "volatility and chaotic business".

The key driver competencies of the digital economy, along with the traditional ones (integrated problem solving, critical thinking, people management, collaboration with others) will be the following:

- analytical skills and working with big data; creativity; digital literacy;
- Technology-friendly;
- Hybrid competencies;
- fast and high-quality thinking;
- multitasking;
- Multi-team;
- Multi-team;
- transdisciplinarity;
- on-line communication skills;
- Health preservation skills.

In other words, the digital economy determines the need to form a hybrid form of competencies in order to bridge gaps in understanding problems from the perspective of managers, programmers and consumers.

Metacompetence, including communication skills, analytical abilities and willingness to solve problems, can be used as a level of mastering hybrid competencies.

The effective functioning of a digital enterprise and the development of human resources should be based on the following principles:

1. man is the foundation of corporate culture, the driving force of organizational change;
2. creation of effective management teams, teams of specialists, involvement of employees in management;
3. formation of a favorable moral and psychological climate in the organization;
4. Quality as an efficiency criterion: personal quality, team quality, product quality, service quality, organization quality;
5. teams as a criterion for the success of an organization;
6. Training is the key to development and effective change management [9].

Based on these principles, the personnel policy is also changing. According to O. Demyanova, the personnel policy of the enterprise in the context of digitalization assumes [1]:

- providing an employee-friendly digital environment;
- development of new requirements for employees in the digital economy;

development of an automated system for evaluating the effectiveness of personnel in the context of digitalization of business processes. Trends in changes in personnel policy are mainly related to ensuring staff involvement and adaptation to new conditions, defining key competencies necessary for staff to work in a digital format, and using modern information and communication technologies in HR process management.

The digital economy presupposes the appearance of such elements in the management system as digital information, digital operating model, digital leadership, digital engagement, digital workplace [6] (Table 1).

table 1

Directions of digitalization in the enterprise management system

The direction of digitalization	Characteristics of the direction
Digital leadership	Management forms a digital organizational culture based on feedback, corporate values, principles of interaction and involvement of all employees for the effective implementation of digital technologies.
Digital engagement	Based on digital technologies, employees get the opportunity to use digital and social channels as part of their work
Digital Workforce (workplace)	Digital technologies provide the formation of a worker's life cycle, integration of corporate business applications and services, computerization of alerts and notifications, centralized collection of analytical data and visualization of reports without reference to a specific workplace, which generally increases staff mobility, safety and manageability.
Digital communications (information)	Digital communications ensure the efficiency and timeliness of information transmission, effective interaction in a multitasking environment and increased responsibility.
Digital operating model	An operating model is necessary for an enterprise to implement a digital development strategy and should include principles, processes, organizational structures and performance indicators, as well as design elements (customer experience, product and service offerings, ecosystems, control and coordination mechanisms, ways of working).

Digital transformation includes technological, educational and communication changes. It is recommended to pay attention to the fact that new conditions are a process of constant changes of various nature, which, in turn, requires understanding and involvement on the part of the staff. Open information policy, demonstration of successful examples and advantages of digitalization, formation of a digital organizational culture and a new digital enterprise management system can become tools for managing changes and employee engagement [4].

According to N. Kolosova, an ordinary company turns into a so-called smart company not when it begins to implement and fully use modern technologies, but when the digital ecosystem becomes the basis of the company [3].

Research shows that the success of the digital approach to ensuring employee engagement depends on the degree of understanding of how the relationship between employees and managers intersects, where and how the relationship can be deepened to influence business results and

organizational change. In the context of the digital transformation of an enterprise, employee engagement should not be considered as a condition, but as a relationship that can be developed through specific programs and various digital technologies. Computerization optimizes the process of involving the worker in digital transformation. It not only provides staff with the tools and training they need, but also gives them the opportunity to personalize them in order to properly implement the really necessary technologies in their work [12].

The leading role in ensuring the involvement of personnel in the processes of digital change of the enterprise belongs to HR specialists, who, by influencing work tasks and personal needs, using modern HR techniques and successful HR practices, will actively participate in the formation of a digital organizational culture.

The communication changes that ensure the involvement of personnel in the digitalization processes of the enterprise include: internal cooperation; the use of digital and social channels as part of their work; posting information about the company in their profiles on social networks. Communication changes enhance the role of communications at all levels and directions and are closely related to technological changes, since the communication process is impossible without appropriate means and communication channels.

Changes in HR processes should be aimed, firstly, at developing talents within the enterprise, and secondly, at attracting specialists to solve specific tasks. At the same time, the emphasis should be placed not only on basic IT competencies, but also on flexibility, rapid learning, and willingness to accept the values of organizational culture.

An open innovation model can help in the search for digital talent. According to experts, sometimes it is more economically justified to attract technological competencies not through hiring employees, but through open interaction with the market and companies that offer certain products.

In the context of digital transformation, not only the content of HR processes is changing, but also the requirements for HR specialists. Firstly, it is proactivity, i.e. knowledge of current trends in the development of the enterprise and the ability to find and retain professionals who will ensure the success of the enterprise in new conditions (a marketing approach based on the sale of vacancies). Secondly, it is a willingness to automate the simplest HR processes (including recruiting) and work with representatives of generations Y and Z.

For Continuous Performance Management (Continuous Performance Management) or providing real-time feedback (Real-TimeFeedback), HR specialists will need appropriate IT resources. At the same time, mobile applications become an indispensable element of HR systems, since many employees work in project teams and network structures, often remotely.

Over time, the long procedures for approving goal maps at the beginning of the year and summarizing at the end will disappear. Most likely, the IT system will also adjust the salary of employees, taking into account the qualifications of the person, his experience, effectiveness and other parameters [14].

The effectiveness of the human management concept in the digital economy will depend on factors such as employee flexibility, concentration on innovation, consideration of process obsolescence, increased learning speed, including training in solving unexpected problems, development of internal rotation, temporary employment, flexible job descriptions, support for competitive advantages, etc. (Figure 1).

An analysis of the practice of enterprises' transition to a new digital management model shows that the digitalization of the economy has determined not only large-scale changes in the

management system and development strategies of enterprises, but also the directions of changes in human resource management, including the formation of digital competencies.

A new competence model has been developed in the system, which includes systemic thinking, result management and responsibility, client-centricity, team development and cooperation, and self-management. Innovation and digital skills are the ability to take deliberate risks, participate in the development of trends and technologies, be inquisitive, encourage diverse thinking patterns, and strive for continuous improvement [7].

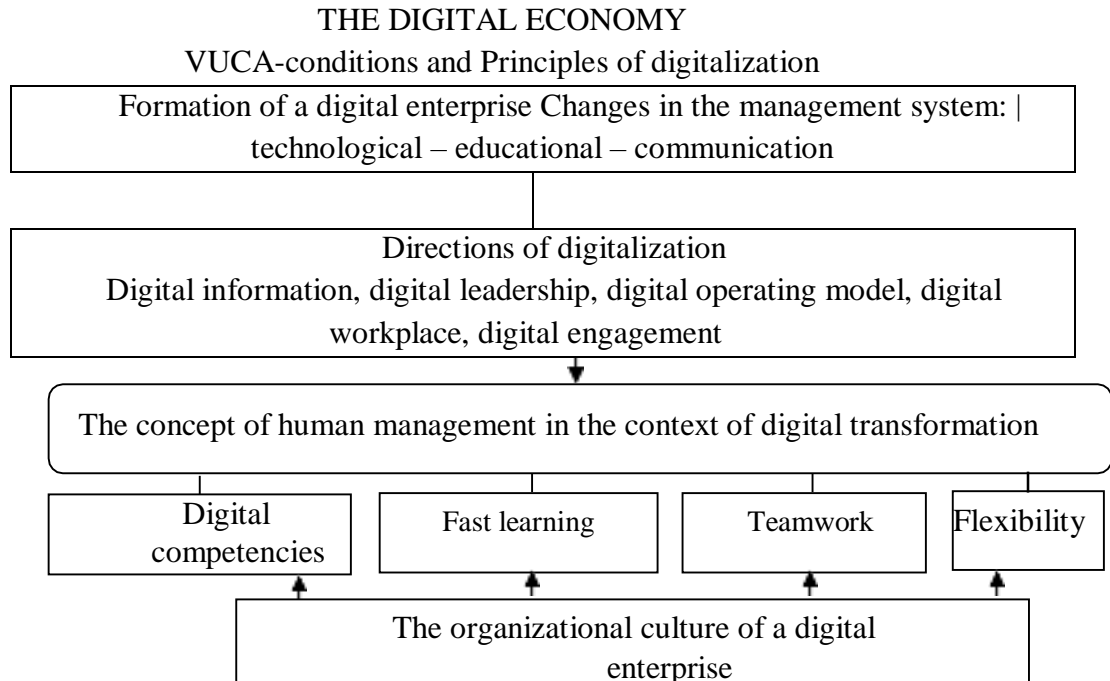


Figure 1. Features of human resource management in the digital economy.

The company strives to tune in to the synthesis of different cultures and get a synergy effect. The processes that accompany the transformation allow employees to acquire new in-demand competencies, improve their skills in related fields, and gain unique experience. In addition, new approaches and formats are being developed to organize cross-functional interaction, simplify it and work more productively together.

Sibur Holding has extensive opportunities for staff development, for example, advanced training courses, an individual employee development plan, internship programs, a Progress rotation program, a corporate university, on the basis of which the faculty of IT and digital competencies was created to form a unified understanding among employees about the development of digitalization in the company and training in key tools [13].

Siemens and RwS companies offer an integrated approach that ensures the effective implementation of digital transformations of manufacturing enterprises. The directions of transformation are: digital strategies and business model; digital operating model, processes, structure and culture; technological infrastructure and digital production processes. The digital transformation project is implemented in the following stages: assessment of digital maturity; selection of target processes; pilot implementation; scaling [4].

Conclusions and suggestions

Digital transformation creates new conditions for the functioning of enterprises and imposes strict requirements on the enterprise management system. The need to introduce digital technologies into key business processes of an industrial enterprise is associated with the problem

of change management in general, including ensuring the involvement and development of personnel based on technological, educational and communication innovations.

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