

MODERN CONCEPT OF PHILOSOPHY OF HUMAN RESOURCES MANAGEMENT

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INTRODUCTION

Management systems are evolving. We have come to the conclusion that it is more efficient to manage systems of any type by decentralized methods. This applies to both the social structure of the company and digital technologies.

In the language of management, decentralization leads to a more flexible and efficient system of processes in the organization and to great results for the company, including financial. How to look in a new way at the process of human resource management in the period of Industry 4.0?

Companies now face an important problem - this is when managers have not previously outlined the internal vision of the main directions and strategies for the development of the company as a whole, so without understanding their goals and objectives, they can not model a flexible management structure of internal processes and systems. Then it turns out that the leader requires from the team what he does not understand, so it is important for the leader as a whole to focus on choosing a path for meaningful and innovative change - then his employees will be open to internal communication and focus on tasks, which he expects from them.

"The biggest challenge for the company is to create an organizational culture" (Drucker, 2001). It is important to conduct supervision, strategic sessions, planning, at least for the next year to ensure the effective development and growth of the company.

Effective management to integrate the quality management system into the overall model of enterprise management. Management actions should be performed not so much in the form of organizational and administrative documentation, but in the form of specific words and actions that clearly convey the position of management. Managers establish the unity of purpose, objectives and activities of the enterprise. They should create and support the development of an internal organizational environment in which it is possible to fully involve employees in activities aimed at achieving the goals of the enterprise. Management should initiate innovative changes and optimize them at all levels of the organizational structure of the enterprise.

Having considered modern concepts and recommendations of domestic and foreign successful entrepreneurs (benchmarking) in personnel management, the authors provided an analysis and evaluation of innovative approaches and modern technologies that are necessary for the organization of effective personnel management in enterprises. Modern theories and

approaches of various scientists in the field of personnel management are analyzed. The so-called "strong team formula" has been developed, which will allow companies to take leading positions in the period of modern crisis phenomena and global economic changes.

Activation of innovative activity of modern enterprises requires the introduction of effective methods of personnel management. Therefore, the study, which is devoted to a comprehensive analysis of innovative technologies in personnel management, with awareness of the prospects for their implementation in enterprises is relevant.

FOURTH INDUSTRIAL REVOLUTION

The era of the Fourth Industrial Revolution (Industry 4.0) - the transition from biotechnology to artificial intelligence - poses serious challenges to company leaders in rethinking the corporate orientation of new business models and innovative processes in the field of personnel management.

The practical aspect of the concept of "innovation potential" is reflected in the works of P. Drucker. According to the author, there is only one correct principle of personnel management - the use of differentiated approaches and management methods (Drucker, 2001).

As Klaus Schwab (Schwab, 2017) noted in his book *The Fourth Industrial Revolution*, "a strategic vision must be a shared vision shared by everyone in the organization, not just the leader, senior management, or key personnel, leaders cannot afford think separately... Their approach to problems, issues and complex tasks must be holistic, flexible and adaptive, with a constantly integrating set of different interests and opinions (Schwab, 2016).

The modern concept of the philosophy of human resource management is a set of methodological approaches and elements that are, on the one hand, the result of different theoretical ideas, and on the other - a product of historically composed management practice (Figure 1).

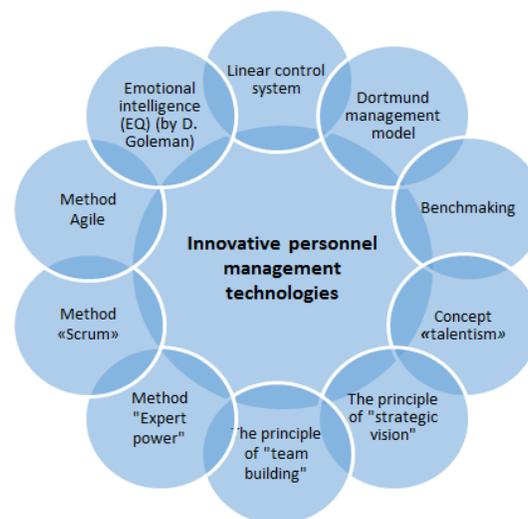


FIGURE 1
A SET OF METHODOLOGICAL APPROACHES TO INNOVATIVE PERSONNEL MANAGEMENT (COMPILED ACCORDING TO DATA)

However, it is important to note that Industry 4.0 is not only the technological development of production, but also the vision of the organization as a whole and the professional competencies of human resources. Thus, the success of Industry 4.0 depends not only on technology, but also on the ability of companies to use them with employees - so we need a new Office 4.0 (Henke, 2016). In support of innovation management and implementation of digital technologies, the Dortmund management model was developed in Dortmund - management is understood as the integration of technical innovations, digital information, as well as the organization of corporate personnel management (Henke, 2018). "Personnel management technology is a tool of influence that helps to achieve certain goals" (Zuletzt, 2016).

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