

### 3. STRATEGIES OF BUSINESS MANAGEMENT

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#### **RESEARCH OF INNOVATIVE SUSCEPTIBILITY OF HR MANAGEMENT SYSTEMS IN THE CONTEXT OF ANALYSIS OF WORLD AND UKRAINIAN INFORMATION SOURCES**

##### ***Summary***

*This material is devoted to the analysis of information sources in the field of management of human resource management systems (HRMS) in order to identify trends in their development. Best practices of European and world companies, which can be applied at Ukrainian enterprises, are considered. A comparative analysis of the main indicators of the complexity of reflecting the problems of HR management on the world and Ukrainian databases of electronic resources is made. A number of factors that hamper the growth of research in the field of HRMS are identified; recommendations on activities that will lead to an improvement of the innovative susceptibility (IS) of the HRMS of Ukrainian enterprises are made.*

##### **Introduction**

The enterprise's HRMS is currently one of the most important aspects of enterprise management in order to increase the efficiency of companies' and enterprises' productivity because IS of the staff is the basis for any innovative activities. Accordingly, the conduct of comprehensive research aimed at finding effective ways to involve staff in the business processes of enterprises can increase the competitive ability of the enterprise within the innovation economy. One of the specific problems considered in this study is the increase of competitiveness of enterprises on the basis of increasing the role of an innovation-oriented HRMS.

The main purpose of this study is to determine the relevance and trends in the development of HRMS for enterprises of advanced European companies in general and Ukraine in particular.

### **Part 1. Research of electronic resources on HRMS**

In Ukraine, there are opportunities to improve HRMS in order to increase the productivity and profits of companies and enterprises. However, this process is hampered by a number of organizational and economic conditions: a lack of investment in this field of activity, instability of the financial and credit sphere, corruption component and the like. As a result, company executives often do not pay enough attention to HRMS as an effective mechanism for increasing the effective operation of the enterprise. Also, the situation with the disconnection and weak availability of scientific databases in Ukraine does not contribute to increasing the susceptibility of HRMS technologies. If there are generalized adapted electronic databases of libraries in the world community, there are only small databases in a number of universities in Ukraine. Such large national databases as the Kharkiv State Scientific Library named after V. H. Korolenko, State Scientific-Technical Library of Ukraine, V.I. Vernadsky National Library of Ukraine and so on, out of millions of copies of scientific and technical literature, have a very small share in the digitized form, besides this material is not always in open access. Therefore, it is easier to find information in foreign e-banks rather than in the information field of Ukraine.

Now the first steps are being taken to implement the program of “creating a single catalogue”, public libraries in Ukraine, a single library ticket, optimizing the library network, optimizing library funds, creating a copyright protection system for digitization, and other important aspects that will help to solve problems of publication activity [1]. This program is now at the decision-making level.

In the study, an analysis of the publicity activity on the topic of HRMS was made in terms of development and its relevance in the Ukrainian sector and globally. At the same time, the dynamics of the number of scientific articles were analysed, as well as the share of publications on HRMS in the total world volume and Ukrainian one for the period of 2007–2017. In addition, trends in the growth of publication activity in the analysed area are revealed and its causes are determined.

Various databases of the world’s largest scientific electronic libraries, such as Harvard Library (USA), Princeton University (USA), Library University of Michigan Library (USA), Questia Online Library (USA), Science Direct (Netherlands), World Scientific Publishing (Singapore), Yale University Library (USA) were studied. And also repositories of scientific electronic university libraries of Ukraine, namely: Simon Kuznets Kharkiv National University of Economics (KhNUE), Electronic National Technical University “Kharkiv Polytechnic Institute” Institutional Repository (eNTUKhPIIR), National Technical University of Ukraine “Igor Sikorsky Kyiv Polytechnic Institute” (KPI), Lviv Polytechnic National University (LPNU), Open Access Repository of Ternopil Ivan Puluj National Technical University (TNTU).

The main conclusion that can be drawn after researching these sources is that judging from the analysis of Ukrainian information resources, the industrial and commercial sphere is poorly oriented in various types of HRMS technologies. Over the lack of scientific research in this field, society is missing the logical component of the HRMS. There is a lack of understanding and implementation of HRMS functions that will increase the enterprise's innovative susceptibility (IS).

All this testifies to the need to expand research in the field of HRMS, including the organizational and economic problems of its IS. This will bring the use of these technologies in Ukraine to the level of European standards and will increase the IS, which in the long run will lead to an increase in the companies' profits.

## **Part 2. Analysis of modern HRMS and recommendations for improvement**

We analysed a set of information sources on the world and Ukrainian databases. Also, a study was conducted of Internet resources such as the search engines Google, Meta, etc. for the actual "organic results", search by keywords: HRMS, HR management system; Personnel Management System; Human Resource Management System (HRMS), etc.

About 1 thousand requests with different keywords were analysed. The results of the analysis are presented in Table 1.

Table 1

### **Generalized search results on the HRMS in the open sources of the Internet such as Google, Meta, etc.**

<b>Description</b>	<b>Number of sources, pcs</b>	<b>%</b>
Specialized sites for personnel management, collective authorship within the site	403	40,3
The author does not indicate the degree	329	32,9
Articles of doctors of science	58	5,8
Articles of candidates of science	101	10,1
Articles of postgraduate students	12	1,2
Articles of students	12	1,2
Promotional materials	85	8,5

The data in Table 1 show that in conventional search engines such as Google, Meta, without using the search through science-based databases, it is difficult to find scientific articles. Mostly the search shows articles where the author is not specified, these are specialized sites for personnel management, collective authorship within the site, there are 403 such sources; the scientific degree of the author is unknown – 329 sources, scientific articles of doctors of sciences are the least for this sample – only 58 sources, and what about HRMS with the indication

of functions and subsystems – there are only 15 sources, which are listed in Table 2.

On the basis of the above sample, the provisions from the most cited papers were examined for the degree of complexity of the description of subsystems and functions of the HRMS, the data are presented in Table 2.

During this analysis, composite coverage indices for each subsystem and HRMS in general were calculated.

This index can be represented as follows:

$$I_{com.cov.}^{HRMS} = \sum_{n=1}^m \frac{f^{(n)}(k)}{n}$$

where:

$I_{com.cov.}^{HRMS}$  – composite coverage index in this information source of subsystems and the HRMS as a whole, which is calculated as the sum of subsystems from  $n=1$  to  $n=m$ , in this calculation of subsystems we have 9 i.e.  $m=9$ .

$k$  – the number of functions in the subsystem;

$n$  – the number of subsystems in the HRMS;

$f^{(n)}$  – the fullness of the reflection of functions in each subsystem, in %;

In Table 2, composite coverage index is given in percent.

Based on the results of analysis and research of various sources, the final values of these indices were obtained, which are given in Table 2.

Therein the following classification of the coverage level was used: ПС – fully corresponds (85-100%); НС – not fully corresponds, (60-84%); ЧС – partly corresponds (40-59%); ФС – fragmentary provisions (20-39%); СС – weakly corresponds (less than 20%).

It can be seen from Table 2 that according to the analysis of Ukrainian and world sources, the formalized HRMS in the world sources is not found in all authors, but occasionally or in part. There are different approaches to research priorities of individual subsystems. For example, the most cited articles from the Harvard Business Review website on HR management talk about:

- corporate culture, which corresponds to the subsystem: 2. Labour relations,
- the increase of communicative potential of managers, which corresponds to the subsystem: 5. Personnel development.
- wages, which corresponds to the subsystem: 6. Analysis and development of ways to stimulate labour.
- a delegation of authority, which corresponds to the subsystem: 3. Personnel management and accounting, 5. Personnel development.
- personnel, which corresponds to the subsystem: 2. Labour relations.
- workplace, which corresponds to the subsystem: 1. Working conditions.
- the relationship of personnel and the tuning for success, which corresponds to the subsystem: 2. Labour relations, 5. Personnel development.
- art of communication and persuasion, which corresponds to the subsystem: 2. Labour relations, 5. Personnel development [10].

Table 2

**Consolidated systematization of HRMS sections from different sources [2] [3], [4], [5], [6], [7], [8], [9]**

HRMS subsystem	Matrosov O.D., Duzhev V.G., Matrosova V.O., Pogorelov I.M.	Gerashimov B.N.	Vikhanski O.S., Nannov A.L., Griffin R., Pustay M., Mescum M.	Shekkin G.V.	Odegov Yu.G.	Meshcheriakov A.A.	Kolpakov V.M.	Ewa Matuska	Josephat Itika	Dim Chenghao	Ricardo Chiva	Kevin Chandler, Fiona Brown	Lyle F. Schoenfeld, James B. Shaw	Zhu Lin	H. T. Graham, R. Bennet	MBA
1. Working conditions	HC 90%	CC 10%	HC 90%	CC 10%	HC 60%	HC 60%	CC 10%	HC 60%	HC 60%	HC 60%	CC 10%	CC 10%	HC 60%	CC 10%	HC 80%	CC 10%
2. Labour relations	HC 90%	CC 10%	CC 10%	CC 10%	HC 90%	HC 50%	CC 10%	HC 60%	HC 60%	CC 10%	CC 10%	CC 10%	HC 60%	CC 10%	HC 80%	HC 60%
3. Personnel management and accounting	HC 90%	HC 60%	HC 90%	CC 10%	HC 90%	HC 90%	HC 60%	HC 60%	HC 60%	HC 60%	HC 60%	CC 10%	HC 80%	HC 80%	HC 80%	HC 60%
4. Planning, forecasting, and marketing of personnel	HC 90%	HC 50%	HC 90%	HC 90%	HC 90%	HC 90%	HC 60%	HC 10%	HC 60%	CC 10%	CC 10%	HC 60%	HC 60%	HC 60%	HC 80%	HC 60%
5. Personnel development	HC 85%	HC 80%	HC 90%	CC 10%	HC 70%	HC 60%	HC 60%	HC 60%	HC 60%	CC 10%	HC 60%	CC 10%	HC 60%	HC 40%	HC 80%	HC 60%
6. Analysis and development of ways to stimulate labour	HC 90%	HC 50%	HC 90%	CC 10%	HC 60%	HC 60%	CC 10%	CC 10%	HC 60%	HC 80%	HC 60%	CC 10%	HC 60%	HC 60%	HC 80%	HC 60%
7. Legal services	HC 90%	CC 10%	HC 90%	CC 10%	CC 10%	CC 10%	CC 10%	HC 60%	HC 60%	CC 10%	CC 10%	CC 10%	HC 60%	CC 10%	CC 10%	CC 10%
8. Social infrastructure development	HC 90%	CC 10%	HC 90%	CC 10%	CC 10%	HC 60%	CC 10%	HC 60%	CC 10%	HC 60%	CC 10%	CC 10%	HC 60%	CC 10%	HC 80%	CC 10%
9. Development of organizational management structure	HC 90%	CC 10%	CC 10%	CC 10%	HC 40%	CC 10%	HC 60%	HC 60%	HC 60%	CC 10%	CC 10%	CC 10%	CC 10%	CC 10%	HC 80%	HC 60%

While most of the information resources do not adequately reflect the issues of social and legal relations, it is likely that high wages make it possible to resolve these issues by themselves. However, in our opinion, a purposeful solution of these issues in the company will improve the efficiency of the work of personnel by increasing the active share of time.

In the Ukrainian sources, similar complex HRMS is presented in only a few publications, information on improving the recruitment and control of personnel is available – accordingly, this applies to such subsystems as: 3. Personnel management and accounting. 4. Planning, forecasting, and marketing of personnel.

There is a question, whether it is necessary to represent the HRMS in a complex way? In our opinion, the complex image of the HRMS allows showing a comprehensive impact on the staff and, equally important, on its IS.

Based on the above, general conclusions can be drawn that managers should pay attention to the complexity of HRMS and formulate activities in the following areas: such as leadership development methods, scientific methods of enterprise management, within the business education resource Master Business Administration (MBA). This applies to such subsystems as: 3. Personnel management and accounting; 4. Planning, forecasting, and marketing of personnel; 5. Personnel development; 6 Analysis and development of ways to stimulate labour; 8. Social infrastructure development; 9. Development of organizational management structure.

And yet, based on the considered HRMS in Table 2, it is necessary to introduce generalized data and systematize the HRMS, the recommended subsystems and functions of the HRMS are shown in Table 3.

Table 3

**Recommended subsystems and functions of the HRMS**

<b>HRMS subsystem</b>	<b>Generalized results of the analysis by sources</b>	<b>Activities to improve the HRMS organizational and management support</b>
1	2	3
1. Working conditions	Functions are poorly reflected in most sources, measures are needed to provide actual working conditions with organizational and managerial decisions corresponding to socially-oriented standards.	FOR EXAMPLE: in the workplace, elimination of the impact on the employee of hazardous factors of the occupational environment – the organization of machines with water and coffee and bringing to the standards levels of artificial lighting in the workplace and corridors.
2. Labour relations	Functions are not reflected in the proper form in most sources, measures to ensure labour relations are needed.	FOR EXAMPLE: the introduction of a corporate social network to communicate employees, criticize management, and improve process management at the enterprise.

1	2	3
3. Personnel management and accounting	Functions are reflected in the proper form, but in order to increase career guidance and employment, Bitrix24 must be introduced, which will increase labour productivity.	FOR EXAMPLE: the experience of world companies in corporate management and personnel functioning should be adopted. Introduce 1C CRM.
4. Planning, forecasting, and marketing of personnel	Functions are not fully reflected, it is necessary to strengthen: the development of HR strategies.	FOR EXAMPLE: by introducing the HR department for recruiting personnel and introducing a position: an expert in attracting intellectual resources.
5. Personnel development	Functions are not fully reflected. It is necessary to strengthen: information support of employees.	FOR EXAMPLE: the organization of a training centre, to upgrade the skills of existing employees and to train new ones. Introduce a support centre for knowledge base and training. And also to enter work in Bitrix24 in order to increase the information support of employees.
6 Analysis and development of ways to stimulate labour	Functions are not reflected enough: the development of forms of participation in profit and capital; use of moral incentives.	FOR EXAMPLE: It is necessary to introduce a department for material and social motivation systems.
7. Legal services	Functions are poorly reflected. Solving legal issues of economic activity. This affects the weak IS.	FOR EXAMPLE: It is necessary to introduce a specialist to service employees on legal issues.
8. Social infrastructure development	Functions are not fully reflected. Management of social conflicts and stresses and their resolution, Ensuring health protection and rest.	FOR EXAMPLE: It is necessary to more closely engage in social development as this directly contributes to an increase in employee productivity.
9. Development of organizational management structure	Functions are not reflected in full, it is necessary to strengthen the business development department, and every 5 years introduce development strategy adjustments since for the moment the market is changing approximately at this frequency.	FOR EXAMPLE: The new scheme of the commercial department: the transition from the regional principle of working with clients to the sectoral one.

Based on the analysis of the information in Table 3, it was found that the functions of the HRMS do not pay due attention to the IS, and accordingly, measures are proposed to increase the personnel IS. In our opinion, we should focus on the structural organizational elements of improving the HRMS, such as creating new and improving the work of existing units. The main generalized results of a study on the complex reflection of the HRMS in the above sources are summarized in Table 3.

In our opinion, the priority measures in a generalized form may have the following form according to the list of subsystems (LS) of the HRMS:

**Activities to improve and normalize working conditions (PS1)**

– improvement of technological processes in order to eliminate the impact on workers of hazardous and harmful production factors. In our opinion, the implementation of these activities should be handled by: the heads of individual projects (productions), the technical department (TD), the department of feasibility studies (DFS), the occupational safety and health department, and trade unions. As a rule, enterprises do not have these structural elements, so their potential should be increased;

– introduction of automatic control and alarm systems on exceeding the levels of hazardous and harmful production factors in the workplace, as well as the integrated organization of workplaces in order to ensure the safety of workers. As a result, activities and a plan for the employee's workplace should appear. In our opinion, these works need to be done by DFS after the initiation of works by the management, and also technologists and safety engineers can participate;

– organization at the existing facilities of new and the reconstruction of existing places for organized recreation, rooms of relaxation, psychological unloading, places for heating workers, as well as shelters from sunlight and precipitation during outdoor work. Departments such as DFS, the occupational safety and health department, heads of departments should be responsible for this;

– conducting mandatory preliminary and periodic medical examinations (surveys); this should be monitored, first of all, by the heads of departments and heads of departments in the field, as well as the occupational safety and health department [11].

**Activities to improve the analysis and development of ways to stimulate labour (LS6)**

– first of all, it is necessary to monitor the average salary in the industry that the company is engaged in so that the employee does not think about where to make more money and devotes all his strength and attention to his immediate duties;

– to introduce a system of motivation (remuneration of labour), the amount of which must directly depend on the work results for a certain time;

– the use, if necessary, of a system of penalties (for delays, non-fulfilment of plans and terms of work), this function also applies to the personnel management;

– punishment as a means of motivating employees, for this, first of all, the field heads should be responsible;



- cash payments for the implementation of set goals, general incentives from the commercial director for general employee performance reports;
- payments to wages for motivating a healthy lifestyle of workers. Premiums to those who do not smoke because a smoking employee leaves the workplace much more often and, having returned from a break, it takes him some time to recover and adjust to the working mood, this should increase the personnel IS, and the heads in the field will also be responsible for carrying out this activity;
- special individual awards, bonuses paid for owning the skills necessary for the company at the moment. For example, for sales managers, it is the knowledge of the entire product line, technical aspects and new trends in the market, and for the technical support team, it is the ability to give the correct answer and withdraw from the non-standard situation in which the client has fallen. For the engineers of the design bureau, this is the knowledge of the bottlenecks of their activities and the ability to use new technologies, which allows increasing the IS of personnel and company as a whole.

#### **Personnel development activities (LS5)**

- personnel skills improvement courses. Organization of a training centre for seminars, webinars, product innovations, and integrated courses on new technologies and market trends for personnel development [12].

#### **Activities on the development of social infrastructure and development (LS8)**

- holding collective events within the company, teambuilding, team games, sports events, which will lead to an increase in the production climate and IS of personnel. This can also be handled by a training centre in the form of teambuilding trainings and a personnel department for organizing events;
- the social policy of the organization – the most important tool of economic stimulation. Firstly, the organization implements benefits and guarantees within the framework of social protection of employees (social insurance for old age, temporary incapacity for work, unemployment, etc.) established at the state or regional level. Secondly, organizations provide their workers and their families with additional benefits related to elements of material incentives at the expense of funds allocated for this purpose from the social development funds of the organization [13].

### **Conclusions**

Based on the research results, measures were developed to improve the HRMS by subsystems and functions, and recommendations were given to develop organizational elements of the enterprise structure with a view to increasing the staff IS.

The general conclusion that should be drawn: as studies show, there is a world experience that indicates an increased attention to the subsystems and functions of the HRMS. For each enterprise, the direction vector of the activities is determined based on the analysis of actual subsystems and functions of the existing HRMS.

Accordingly, it is necessary to orient this vector to increase the level of influence of personnel IS.

1. For example: the Ukrainian company OOO “VO OVEN” adopting the experience of the Danish company Danfoss, which is an OEM partner, introduces a new sales system in the commercial department, changing the structure from regional to sectoral one, which will increase the organization’s competitive ability by increasing the IS of the organizational and managerial structure of the commercial service.

2. On the example of an international company in the market of industrial automation, innovations in the commercial department were examined. The basic model of the reorganization of the sales department within the framework of understanding the traditional HRMS is based on the geographical principle, which is that the territory is divided into regions, and for each region, a representative of the sales department is assigned – a regional manager.

The main disadvantage of the geographical principle of the sales organization is that a representative of the sales department must sell the entire product line of his company to all categories of potentials of injecting customers, that is, he has many responsibilities.

Therefore, this principle of constructing the structure of the sales department is not static and recently the work is underway to establish a department of branch sales managers, VIP customer service managers, and to search for other approaches in order to increase sales volumes.

3. One of the important activities is the process of training, developing, and motivating staff, as well as services involved in changing the work patterns. All this increases the efficiency of the enterprise through the development of sales markets. One of these units is the training centre, which will increase the staff IS by conducting training seminars, and also conduct seminars and for the company’s clients, increasing their loyalty [14].

4. Innovations are a prerequisite for increasing the efficiency of the organization’s activities, the problem is that they must be recognized in time, accepted by this organization, and provide motivated readiness for their implementation, which will increase the staff IS.

5. Heads of corporations and companies assume that innovations are risky, they often refuse such measures, but rejecting them is an even more risky position that reduces IS to a large extent.

6. The ability of an organization to create and commercialize innovation depends primarily on its IS staff. The susceptibility of the organization to innovation is the property of the entity to mastering innovations, namely: when developing innovation, this organization increases IS, and the company’s value in the market, in comparison with other companies.

7. The earlier the decision is made to introduce innovations or the more innovations will be mastered over a certain period in comparison with other subjects, the higher the susceptibility of the organization to innovation.

8. Susceptibility to innovation requires the organization's ability to create new markets, new products, processes, and technology while taking into account competitors, trends in the market.

9. Duplicating success in the sales process is one of the successful innovation components, as well as the structuring of management, the use of the CRM database, which will allow, first of all, simplifying personnel management by setting tasks through this program and monitoring their implementation, as well as reporting on the activities of each manager of the commercial department. Also, the use of Bitrix24, which will increase such a subsystem of HRMS as labour relations and the function of "information support of personnel" [15].

Having made an analysis of Bitrix24 software application in OOO "VO Oven", it can be concluded that not all corporate social network services in the system of the organization's business tasks are reflected in the subsystems and functions of traditional HRMS. And those that are reflected are implemented not on 100% but partially, fragmentarily or periodically. It can be concluded that it is necessary to introduce a new function that will reflect the information provision of personnel for the implementation of technical and economic processes for the current conditions of the development of corporate social networks [16].

10. Also, within the framework of the study, based on the example of the production company OVEN, an analysis of the company's HRMS was made. Based on the analysis, it is possible to draw conclusions about the nature of the operation of the HRMS of this enterprise, which operates in the industrial automation market. In general, we can conclude that this HRMS does not fully realize its potential (about 50%). This is characterized by the fact that individual subsystems are realized in a relatively sufficient volume (60-90%), while some are realized insufficiently (15-40%) [17].

11. Accordingly, shortcomings should be considered as the bottlenecks, which to some extent restrain the development of production and its effectiveness. Especially it is worth paying attention to the fact that it is the personnel with the appropriate level of IS that determines the enterprise performance. And the level of development of each subsystem and function in one way or another affect the personnel IS.

12. In Ukrainian enterprises, there is a lack of innovatively oriented qualified personnel, which is designed to ensure the development and increase the performance of enterprises.

13. In the development of technical rules and regulations for the personnel management and development, the experience of the world's leading companies is poorly used, which should be adaptively taken into account along with the peculiarities of the Ukrainian market.

14. Based on the above material, it is possible to make a conclusion about the need to develop HRMS in order to bring them to the standards of the world's leading companies.

15. A special attention should be given to the development of corporate management methods and personnel performance in the rapidly changing market conditions and its social security experience [18].

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## **VECTORS FOR THE DEVELOPMENT OF THE INTERNATIONAL MARKET FOR HOTEL REAL ESTATE AND DIRECTIONS FOR IMPROVING THE PREPARATION OF PROFESSIONALS IN THE DOMESTIC INDUSTRY OF HOTELS**

### ***Summary***

*The analysis of the main trends in the international market for hotel services proved the key stages of its development. The main areas of application of this experience in the formation of the strategy of development of Ukrainian hotel business are considered. The article deals with problematic aspects of personnel training for doing business in the hotel sector of the country's economy in the conditions of reforming the education system. The most significant factors that determine the development vectors and the meaningful nature of the training of specialists for the hospitality industry today are mentioned. The article substantiates that the shortage of highly skilled personnel for the hotel sector of the Ukrainian economy can be overcome by improving the educational space, developing the process of training international cooperation, reducing the gap between the academic and business environment, orientation of the training system for the hospitality industry to the further mandatory employment. Nowadays progressive ones are those national universities that actively support cooperation with foreign universities, are trying to build their own educational activities with an orientation to standards that are recognized in the international educational space, taking into account the current economic and political realities of Ukraine. Based on the use of international experience, quality management systems are being built, and progressive educational technologies are being implemented.*