

PRINCIPLES OF HUMAN CAPITAL MANAGEMENT IN A DIGITAL ORGANIZATION

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Abstract: This article reveals the features and principles of human capital management in the conditions of digital economy development, methods and tools for improving the efficiency of human capital use. The relevance of the article is due to increased requirements for enterprises and organizations in the era of digitalization. Digitalization of HR processes is considered on the example of Sberbank and Rostelecom.

Keywords: human capital, digitalization, digital economy, human resource management.

Currently, the economies of many countries are moving to the digital line of development, the basis for which is the formation of the leadership of artificial intelligence in the labor market. A significant role in this market is played by employees who are able to solve complex analytical tasks and have key competencies, without mastering which it is impossible to move to the digital economy. Such competencies can be considered the ability to think critically, quickly adapt and effectively interact with people in the team, process and analyze large amounts of data. In the era of digitalization, only those enterprises and organizations that develop artificial intellectualization can become market leaders, which in the future will be able to surpass the human mind, but will be largely based on it. Therefore, human capital is the most important component of an organization's development, since it accumulates the necessary competencies and qualities that ensure adaptation to changing market conditions. [3]

In the near future, the level of digitalization of organizations will determine their competitiveness, so leading companies are actively strengthening the introduction of digital technologies. IT and Telecom, Finance and banks, as well as metallurgy and mining are the industries where personnel management is most

digitalized. Chatbots, training on mobile devices and using virtual reality technology, remote work using VPN and other technologies, and the introduction of systems that form an automatic employee development plan based on the career track are being actively introduced into Russian HR processes. [5]

With the increasing impact of digitalization on the labor market, there is a problem of shortage of competent personnel, which can be caused by the lack of proper motivation of employees to learn digital competencies and their resistance to changes. Based on this problem, we can distinguish the following principles of human capital management. [2]

The principle of personnel training management. The role of not only higher education, but also postgraduate education is increasing. It becomes necessary to train staff on various specialized platforms, which will improve theoretical and practical skills, in addition to training within the organization.

The principle of developing certain competencies. Employees need to develop specific competencies, such as Digital Skills (ability to work with digital technologies), Big Data Skills (ability to process and analyze data arrays), and Foreign Language Skills (knowledge of a foreign language).

The principle of effectiveness. Its essence is to manage changes, which allows you to improve the efficiency of HR processes. Change management is a type of human capital management that helps employees perceive changes in the enterprise in a way that ensures their positive attitude to innovation and prepares employees to acquire new knowledge and use it in practice.

The principle of the control method. It consists in combining the acquired experience of employees in theory and in practice with the help of artificial intellectualization, that is, human capital management, which can be based on a network organizational structure based on the formation of automatic commands. Collective thinking is becoming Central to the management of human capital.

The principle of risk. The development of artificial intellectualization is caused by the appearance of information asymmetry. Information asymmetry is the difference between what we need and what we have. In modern conditions, a professional specialist in processing and collecting information will find high-quality and necessary information more quickly than a non-professional one. Therefore, an important competence of a digital organization employee is the availability of Big Data Skills. [4]

Automation and digitalization of HR can be considered on the example of organizations such as Sberbank and Rostelecom.

Sberbank, in order to optimize HR processes, decided to combine basic data and Analytics in the field of personnel management in a single integrated it system in the cloud. The key element of the presented system is the SAP Success Factors platform. It will combine the following tasks: recruitment, Analytics, adaptation, career development and training of employees, electronic personnel document management. [1]

Rostelecom introduced the digital service " Rostelecom. Screens", which is used for the development of corporate culture and training of employees. The service is able to select information for a specific audience according to the specified parameters and receive data about views. We can say that the company focuses on data Analytics, forecasting, and training employees in the basics of the digital economy. The service improves the efficiency of business processes and helps the HR community to take a course on digitalization in their organizations. [6]

Thus, we can say that human capital management in a digital organization is mainly reduced to training employees with the necessary competencies and knowledge, the ability to adapt to constant changes in the market and use various digital tools and technologies.

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