



Human Resource Management Features of an Innovative Cluster

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ABSTRACT

Relevance of the study chosen subject is caused by that in modern time the productive solution of the questions connected with the personnel management, selection, training has a great value in the development and formation of the organizations, enterprises, and innovative associations. Now marked the change method, type, technology, transition phase, due to the acceleration of the social systems development, the emergence of new social relationships, relationships. Thus, it is considered to be the most essential phenomenon of the present stage of the society development of the ownership forms change with means of production, orientation of reforms with the market methods of managing and management, newest to the Russian Federation. In such circumstances, especially important is the organization and development question of the new social subject - the innovation cluster country, region, sector, which is assigned a significant role in developing and mastering the socio-economic area market. On the one hand, innovative cluster acts as a social group, goals and values that involve adaptation to the socio-economic situation, on the other - as a social system uniting groups, business organizations, impact on the environment by improving the socio-economic situation of the economic market. However, along with it there are social and administrative problems as contradictions between data on needs for productive practical actions for human resource management of a cluster and ignorance of implementation mechanisms of these actions.

Keywords: Personnel, Management, Innovations, Cluster, Enterprise, Competitiveness

JEL Classifications: M12, E24, M21

1. INTRODUCTION

The economy and socio-economic processes transition of the Russian Federation to the market fundamentally changed as the human resource management concept, so tools and implementation methods selection of the management tasks to improve efficiency and production effectiveness as a condition for the cluster of competitiveness both in the domestic and foreign markets.

Any manager, the innovation cluster director, enterprise or its affiliated companies have to manage human resources, personnel potential, his creative thinking involved in the production and work.

However, to the Russian experience, many managers do not have to study this specifically, improve their skills to work with staff in the conditions of modern trends. Eventually, successfully operating companies and their leaders come to the personnel management model, already familiar in the developed market economies and advanced Russian clusters. Unfortunately, they often come to this rather complicated and slow manner of trial and error costs.

Whether is it necessary to the head to study the human resource management? After all, it is possible to employ the corresponding expert or to create HR department. It is possible to use services of the HR department operating in the company if that is. However, where is a guarantee, what this expert or this HR department

would correctly act, with application of effective approaches and techniques?

2. MATERIALS AND METHODS

Practical and methodological basis for writing the article was the main concepts shown in the works of both domestic and foreign scholars on the development of client relations, marketing activities, human resources management, the competition formation and competitiveness growth of the existing companies, is an innovative cluster. During the work writing was used the systematic approach to the reconstruction of the personnel policy, personnel management theories and practices of the current cluster, as reflected in the practice of domestic and foreign business and scientific literature.

The study theoretical basis are the researches of management, marketing personnel for the development of client relationships innovation cluster in the formation of human resources management system (Mamycheva et al., 2016).

In the course of work, the following methods of the scientific research were used: The comparison analysis, the observed experience and statistical data synthesis, expert evaluations method, analytical and predictive modeling.

The basis of the information base of the material used various monographic materials for training and retraining of personnel in the current environment cluster activities on its functioning in the development of an innovative environment, materials of conferences and methodological seminars on the subject. The empirical base of the article is a wide range of information and analytical materials, the official regulations governing labor relations in Russia, reports of major Russian and foreign companies, the State Statistics Committee of the Russian Federation.

3. DISCUSSION

Insufficient level of management education in the domestic system leads to the fact that the structure head is often not able to delegate power to the subordinates, in addition, he has difficulty in determining performance objectives for staff, as well as in evaluating the results of this activity. As a result, the most important method of influence on employees and their productivity is the change in the salary. It is believed that the solution of this problem depends on the leaders willingness to learn and perceive modern organizational and psychological methods of personnel management in the organization and functioning of the innovation cluster. However, this would require quite a long time since the formed psychological stereotypes of consciousness overcome with the great difficulty.

The cluster head is the major link and the main driving force of any innovative process and its activity. His working capacity mentions all management stages, since development of innovative idea and planning, before control realization over the course of innovations

introduction. For this reason in present conditions the requirements system imposed to HR managers and its selection, all control links, and, especially, to heads of the highest administrative level of a cluster undergoes considerable changes.

One of the main conditions of the organization functioning productivity and its innovativeness is "efficiency" of heads, cluster directors (Andreychikov, 2013; Kryaklina, 2012; Silnov, and Tarakanov, 2015).

Undoubtedly, for the implementation of a thorough restructuring of the entire company, the structure, the organization, the cluster leader must have personal characteristics such as confidence, charisma, ability to persuade and professionalism in the field of activity, experience and creativity.

Carrying out the accustoming problem of an innovative cluster to the changed conditions, heads need to adapt for newly made conditions, sometimes completely changing management style and extremely mobilizing the efforts for receiving the result. Have to come out on top: Leadership, trust, personal enthusiasm and confidence in success. To be the head in modern conditions means: To have ability to risks and their analysis, to give support to employees in the correct perception of changes in the external and internal environment, assuring them of innovations need and creating favorable conditions for their realization and acquisition of work productivity.

In the conditions of the modern economic market, the role of innovative processes that make up the production the organizations activity sharply increases. It is necessary to activate all the existing provisions in this area, including the management areas of the cluster innovative potential that had previously been given enough attention (Oleinikova et al., 2016). One of such areas is work with the personnel, the formed or already earlier created innovative cluster.

The repeated validity of deposits productivity to human resources in the conditions of transition to the innovative market demands rather deep work on search the optimum (in terms of the cost results ratio) ways of the personnel formation and its work. One of fundamentals of administrative science is the human resources control system. Consideration of economic systems emphasizes relevance of innovative development of the human resources control system, as at the organization level of separate national economic system, so at the world economy level.

The innovation cluster personnel management appears the foundation of any economic system, as employees and people are the most valuable resource of the country (Sergeevich, and Vladimirovich, 2015; Kunelbayev et al., 2016) and cluster enterprises. Social relations, production volumes, technology and other factors determine content management personnel. Human resource management is of particular importance for all organizations - innovation cluster, large and small, commercial and non-commercial, industrial and acting in a services sector.

Without people, without human potential there is no formation of new structures, innovative associations, enterprises (Shadova

et al., 2016). Without the necessary, qualified employees, any organization will not be able to achieve the objectives and to carry out the activity. The person and his potential is the basic element of production in an innovative cluster and the main figure in study of approaches to management of this system.

Human resource management requires consideration of the innovation cluster purposes, companies at different stages of the life cycle and adapt to the presence of a certain number of material, labor, financial and other resources. From this perspective, human resource management in clusters can be represented as a method of achieving balance between the objectives of the manager, the employee and the company, covering all staff management at every stage of the cluster life cycle.

4. RESULTS

Therefore, the work with the personnel of an innovative cluster has to be considered as the system including personnel policy, selection, assessment, arrangement and personnel training and to find reflection in the main normative documents of a cluster regulating administrative approaches.

Approaches to the personnel management in innovation are undergoing significant changes as compared with traditional management, from planning and selection of experts, so they require deep scientific study.

The new paradigm “by results” target submission, including human resource management, should be the goal of the Russian scientists future researches, developing management concept of the society and economy exit out of the crisis on the basis of the target human resource management (Bukharova, 2013; Inshakova, 2013).

By consideration of innovations, the attention is paid to the innovation process in society, in the human and collective resource management organization (Dolzhenko, 2012; Ivanus, 2011). In the sociological interpretation of the innovation cluster focuses on the analysis of the conflicts in a personnel management system and on coordination of its interests. According to this understanding, the innovation represents transformation of knowledge into production, administrative and social technologies. In this case, the innovation is a commercialization of human resource management knowledge.

Now, when changing eras, the transition from the traditional society to the information society greatly increases the innovation role and innovative social technologies in personnel management. However, not all innovations increase the efficiency of the work and meet the real needs of enterprises.

As a rule, this consequence of that the personnel management system of innovative clusters often changes, but without preliminary analysis of its work, without scientific justification and what understanding of need or changes in the sphere of human resource management.

Human Resource Management is a comprehensive, meaningful impact on the teams and individual workers associations in the

direction of ensuring optimal conditions for creative, proactive and creative labor to achieve the enterprise objectives.

Management of any innovative cluster, irrespective of its activity sphere, includes two main equivalent aspects:

- Definition business objectives, activities development for their achievement and results control;
- Management of the people working at a cluster with providing comfortable working conditions which are the organization effective work pledge.

Work in the conditions of not steady external and internal economic environment, with small sizes, resource, temporary and financial opportunities focuses the organizations of an innovative cluster on implementation of highly specialized production of a certain product type (Chowhan et al., 2016). This circumstance demands from workers a high knowledge standard in the field of equipment and technology and technology.

Nevertheless, on the other hand, a small number of employees require them the employment complex nature and flexible work organization. Since workers often have to carry out functions that are not characteristic to them received vocational training, cluster managers try to pick up universal workers, but not narrow professionals.

“Universalism” is grown up also in a cluster by connection of positions and periodic movement of people on other types of works. This situation is fair for all - from heads to workers of the enterprise. To managers of innovative clusters, the enterprises to reach such qualification and activity of employees, it is necessary to spend a lot of time, to distract essential funds for training and retraining of the personnel, growth of qualification and other various trainings and seminars.

This circumstance led to that the educational level of the innovative clusters workers is rather high (according to researches, about 85% of workers have the higher education, 10% - special) and, besides, they possess high mobility: Branch, professional and regional as this quality is for them vital.

Change of professional activity (both for heads and employees), moving on other residence, and most often change of the work place, the qualification increase, development of adjacent professions and other similar tendencies promote development of modern flexible and mobile labor market.

The innovative enterprises, cluster work stimulates the personnel on continuous searches of improvements in constantly modified external and internal conditions, on creative approach to the work process and activity in general. For this reason, there is a considerable number of inventions and improvement suggestions. According to the famous English economist, the specialist in questions of innovative potential development G. Bennok, more than a half of the major inventions of the XX century are made independent inventors or small companies.

Low resource opportunities of innovative clusters at change of external market conditions stimulate frequent change of

unpromising activities more profitable and productive. This circumstance forces the cluster management to maintain mobility of all types of resources, including personnel, for fast reorientation and satisfaction of sales market needs of the innovative cluster production.

A variety of activity kinds of a cluster gives wide opportunities for the economic initiative manifestation and development, useful to society, enterprise; allows to use effectively personal and group interests of the personnel (Kirillov et al., 2015), their creative and extraordinary thinking at the solution of this or that problem.

Innovation clusters provide an opportunity to attract a significant number of employees (Belyaev, 2013), the human resources to process of direct production management, the ability to learn from each weighed against the costs and results of operations of the cluster actively generate economic thinking, to develop and to make changes in the production technology.

Features innovative cluster require high professionalism of managers in HR, the system works with which is an important factor in increasing the efficiency of human resource management and cluster must meet the strategic objectives of its maturation.

Writing of this material presented that learning efficiency and its influence on concrete results of the personnel work of a cluster can be high only in case of emphasis on innovative activity trained at their active involvement in training process. Therefore, today especially actual is the question of the teachers training capable to provide such training, and about development of the programs focused on updating and synthesis of experience and the knowledge that are trained (Belizón et al., 2016).

Employees of innovative clusters is considered the most appropriate form of education with a complete separation from work for a period not exceeding 3 months, and the correspondence form, thereby emphasizing the need for diversity and flexibility in the organization of various forms and duration of training.

Innovative personnel management should be addressed to achieve a high efficiency of each employee's work and the creation of economic incentives and social guarantees that allow to reconcile the organization interests and the employee, as well as to achieve satisfaction of the public interest in obtaining revenue for redistribution and social guarantees.

In general, innovative human resource management in innovative association represents a little ordered set of actions, but not thought over and consistent policy. Nevertheless, mainly complex nature of work and subordination of all functions to one person form prerequisites for emergence of integrated and system approach to human resource management at the due level of legislative regulation of labor processes.

The use of innovative approaches to human resource management system in terms of social systems now have the fundamental importance.

Well-known management functions as social institute of working potential process formation optimization (Han and Lian, 2016), allocation of management parameters of the most important from the standpoint of the employees themselves, and for the purposes of the development of society as a whole. Only in this case it is possible to tell about full formation of a manpower and social development of system in general (society) and its separate groups (social groups).

In this regard, special importance has the issue of personnel potential formation of the innovation cluster. The most important element of the cluster control mechanism acts clearly designated system requirements for personnel at various stages of the innovative association development. The recruitment process in the cluster plays the special role. As a future staff and its effectiveness are formed already in the process of designing the system.

5. CONCLUSION

Analyzing the study, it is possible to draw two essentially significant conclusions on the innovations relationship and the internal organizational cluster culture.

The first preference is the leadership of the adapting to changes method in the environment depends on the type of corporate culture and its innovativeness level. To generate innovation need the presence of the initiation system of creativity, support and stimulate creative initiative, adequate system of the employees' qualification growth that is one of the main factors of safe socialization in present conditions.

Second, introducing a particular innovation, management is required to modify the company and cluster traditional culture, adapting it to the new goals and tasks achievement assigned to the cluster policy.

Allowing to conduct the planning and definition of requirements for personnel, to form an optimal structure for saving all kinds of resources, successfully create work and development to achieve the organization goals and meet the interests of employees for effective personnel management in the current environment need continuous work in this area.

The paper presents modern concepts and principles of work with the personnel at the enterprises innovative direction with the market economic model, analyzed the main methods of its implementation.

The problems, combined with the personnel potential development of a cluster, problems of development of a work force, and with methods of quality improvement of the personnel selection based on innovative development of the present, are considered.

Because there is no accepted concept of human resource management of an innovative cluster that causes various understanding of personnel management functions. A serious

barrier in management process optimization of the cluster personnel is incompetence of the top officials, the organization head.

Personnel strategy are defined without change of the labor market growth and the development speed of the education cluster capable dynamically to untwist the association personnel in response to transformations of the surrounding economic, social environment.

The outlook of modern heads of the innovative enterprises is recreated in those these rules, norms and procedures which are introduced in structures.

The real personnel policy of a cluster and the personnel management is in most cases characterized by lack of clear and long-term objectives (except simple generation of profit) developments of a cluster; inconsistency of heads, an ambiguity of the internal imparted “games in business;” development control of social partnership of shareholders, employees and managers.

Small qualification of innovative associations heads and HR departments in the field of management causes lack of regulation of internal and external structure (Tukkel, 2011).

Thereof decreases not only competitiveness of a cluster, productivity of its management in general, but also separate organizational actions.

Small administrative culture, including culture of decision-making and delegation of powers, substitute management of administration, and control is the petty guardianship.

Failure of internal communications, perversion of information leads to the general decrease in level of the reached results and unjustified time expenditure.

Misunderstanding of ordinary employees the need for human activities leads to no understanding of innovation, technology innovation, and even alienate employees from the cluster.

There are borders between heads and subordinates, shareholders and managing directors by the principle: “We - they.” The essential share of cases when representatives of the companies found it difficult to estimate these or those actions from own practice, says that other special criteria of job evaluation both HR departments in general, and the separate events held by them within personnel policy are required.

In this regard, it is possible to make the following recommendations: The personnel management system, regarding the personnel hiring can be presented as a special subject of sociology of management personnel innovation cluster.

Public functions of the personnel management system of the innovative enterprises at the present stage of the society development should not be limited only to the pragmatic task of management, but also need to take into account the social staff.

Patterns of personnel management in the recruitment stage is determined by their special role in the social structure of modern innovation cluster, the nature of the relationship with other elements of the whole management system, both staff and the whole enterprise.

The main techniques of the predictive complex assessment of the personality on the professional profile made on the basis of the profile modeling of the identity of the best employees allows to use it as effective technology at staff recruitment.

Diagramming the forecast of behavior and professional efficiency of a cluster allows you to anticipate, adjust, and in some cases completely exclude undesirable situations behavior of employees, which may adversely affect the organization development, its functioning.

In innovative clusters, the use of the developed technologies of staff recruitment allows to make the forecast of employees’ psychological compatibility with moral and psychological climate of a cluster that increase the labor productivity and decrease in costs of staff recruitment in particular is the predetermining condition for a sustainable development of association.

Developed and presented a methodological and methodical support can be decisive in the formation of the systems selection, and cluster personnel management.

The article is directed on the development study of the theory and methodology of ensuring innovative management of the innovative enterprises that are considered actual and have important economic value as they allow solving the enterprise effective functioning problem during not only the short-term period, but also the long-term outlook.

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