

INNOVATIONS IN HUMAN RESOURCES MANAGEMENT

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INTRODUCTION

Innovation is a key factor in the success of modern companies. Some global changes in modern business, such as the increasing importance of services, knowledge, creativity and digitalization, are creating a new kind of economy. In this new type of economy, resources such as knowledge, creativity, company reputation and innovation are gaining importance. Some researchers describe the changes that have been made, emphasizing that the requirements for modern organizations are to be innovative, not just campaign and episodic, but often also in the overall construction of the work process (Lawson, 2001). Innovative solutions lead to greater efficiency and competitiveness, build a positive reputation for the company and contribute to higher employee satisfaction (Laforet, 2011).

Small and medium-sized companies are an engine of economic growth and provide employment within the European Union (Del Brio, 2003). For this reason, innovation is an important part of company development. Some studies confirm the link between the introduction of innovation and the long-term successful development of companies (Laforet, 2011). Small firms have more flexibility than large corporations (Verdú-Jover AJ, 2006). This flexibility also allows for the creation of an appropriate structure, the establishment of a network of contacts, and the rapid adaptation to changes in the environment.

The next step in the **development of innovation in the company** is the role of the Human Resources department in implementing and supporting innovative solutions in the organization. Key areas for development in these areas are **training (Salavou, 2004), career development, the ability to start self-driven initiatives and the skills of employees in the field of innovation** (Van de Vrande, 2009). Many of the practices listed are part of the Human Resources Management function. Today's companies can achieve better organizational performance by utilizing the HRM system and innovative approaches to its operation (Rammer, 2009). Part of the success and efficiency of modern companies is related to the implementation of innovative practices and human resource management systems.

Human resource management is a key factor in supporting innovative workplace behavior that contributes to the overall improvement of the organization's effectiveness. Innovative workplace behavior and culture encourage individual employee initiative and creative thinking (Xerri, 2009). In this line of thought, we associate innovation with the **creation of an innovative corporate culture** related to the promotion of such values. Innovation in the organization is also associated with the establishment of appropriate team structure and design (Abstein, 2014).

The importance of innovative human resource management is undeniable. Workplace innovation, on the other hand, requires adequate knowledge and skills as well as an appropriate attitude to the rapidly changing work environment. And we need to talk about innovation management at several levels - organizational, group and individual (De Jong J, 2010). The level of employee innovation and creative thinking is the key to organizational effectiveness (Young, 2012). A number of researchers in this field emphasize the need for organizations to maintain, support and develop the organizational potential of employees, which would contribute to greater success for the organization itself (Dorenbosch L, van Engen M, Verhagen M, 2005). We support the idea that organizations and especially HR practitioners should support and stimulate innovative workplace practices.

Innovative workplace management and behavior can also be understood as **individual behavior** that aims to achieve both proactivity and the imposition and implementation of new ideas, processes, products and procedures (De Jong J, 2010). In today's world, we also gain an understanding of global

organizations as innovators, precisely by considering the unconventional behavior of an individual employee as a key factor for success. A key question for organizations is the question of how to stimulate the innovation and creativity of our employees? The more developed the organizational culture is in support of the introduction of innovative methods and practices; the more innovative workplace behavior is acceptable and encouraged.

There are numerous measures and tools to create and impose a creative, innovative and creative work environment. The **flexible distribution of work tasks as well as job rotation** is often considered an innovative measure in the organization of work processes (Dorenbosch L, van Engen M, Verhagen M, 2005). This allocation refers to the possibility and the extent to which work allows employees to assist or even replace their colleagues in unforeseen situations occurring during the work process. Moreover, Den Hartog (2010) points out that people-centered leadership, a good network of employee contacts, and the ability to share and feedback correlate directly with the level of innovation in organizations. The study shows that the quality of human resource management as a function of the organization is a clear indicator of the presence of innovative solutions and employee behavior. .

Human resources management can be considered as communication between employee and employer in relation to the achievement of certain organizational goals and positive effects. The benefits of using innovative approaches and practices in human resource management are related to both the people and the process itself. Human resources are the resources that take up most of the budget in an organization. Effective human resource management favors employee development and enables them to develop and enhance their potential. Human resource management can be understood as a term that encompasses employee practices related to recruitment, training and development, formal procedures and policies, and the development of the organization's culture and values. We will focus primarily on the HRM practices of the organization itself.

INNOVATIVE HUMAN RESOURCES MANAGEMENT

There are many theories and assumptions about what innovation is. Most researchers point to some common features of the innovation process, but there is still no single concept for the essence of innovation. Often, innovation is identified with some discovery or invention. Innovation exists in the form of different inventions in R&D centers and universities, but they also exist in the form of processes, projects and innovative behavior. In order for innovation to become a part of an organization's business cycle, there must usually be the available knowledge, capabilities, skills and resources. Innovation can be seen as **the introduction of a new or significantly improved product**, which can be a good or service or a new organizational practice, reorganization in the workplace. **Successful innovation is directly related to financial results.** Often, the business need requires the organization to implement new solutions and thereby achieve a certain competitive advantage.

Innovation connects and adapts **to the needs and expectations of employees**, changing competitive industries, technology developments, and the growing global and technology market. Innovative solutions and industries create new markets and increase the competitiveness of the organization. The innovative processes in modern companies are related to the creation of new jobs, increase of profits and markets, as well as increase of market share and competitiveness. Innovation is becoming a standard for the development of modern organizations. The pace of global business requires and requires innovative solutions in order for the organization to remain competitive in the labor market.

An organization can be defined as innovative because of various innovative products, unconventional processes or working with people. In order to be flexible and adaptable to change, each organization should implement a process in several steps, the first step being an analysis of the particular environment and situation. The analysis of the organizational environment is a key step in taking adequate measures for the development of the company subsequently. The second step is to **analyze the requirements of the indoor and outdoor environment**. A proper understanding of the changed environmental requirements is associated with analysis and specific areas for improvement. The third step requires the **preparation of a specific plan for changing the selected areas and processes**, and the fourth with the actual implementation and implementation of this plan.

Innovation varies in scope, duration of implementation and impact on the social environment.

There are four main types of innovation by object of innovation - product innovation, process innovation, marketing innovation, and organizational innovation. **Product innovation** is associated with the introduction of a product or service that is new to the market or has undergone significant improvements in its characteristics and application. This may include significant improvements to the technical specifications, various components and material, basic software, as well as various facilities and changes for the user. The various products in the music, automotive and software industries are examples of successful product innovation.

Process innovation is associated with the introduction of a significantly improved and sophisticated production or method. This may involve significant changes in the technique and technology of execution. Marketing innovation involves the creation of a new marketing method and involves significant changes to the design and packaging of a product, advertising or pricing. **Marketing innovation** is common in today's reality. Its main purpose is to open a new market and to offer a new product in order to increase the company's sales. The main difference in marketing innovation is the creation of a new method that has not been used by the company before. This can be the start of a new marketing concept, which will be the basis for a new direction in the development of the organization.

Organizational innovation is understood as the implementation of a new method in the business strategy of the organization, work environment or relationships with external suppliers. Organizational innovation again aims to increase company profits by reducing costs spent on the organization, as well as increasing satisfaction with the hygiene factors in the organization. It is characterized by innovative company methods that have not been used in the organization before.

Innovations related to the HRM process can be related to the creation and implementation of employee development, evaluation and retention practices for the first time, as well as in-house training systems. Innovations are also categorized according to novelties in results. **Incremental innovation** involves modification, refinement, simplification and consolidation, as well as raising the cost of existing products, processes services. Many innovations fall into this category. These are all subsequent models of technology and software. **Radical innovation** is associated with the implementation of new products and services that are growing and creating new business industries or leading to significant changes throughout the industry and creating new values. An example of such an innovation is the digitization of multiple job positions (customer service employees are replaced by automatic machines as well as automated online services). This also requires innovation in the management of human resources, as well as the adaptation of all existing processes to the changed reality. Major innovation is related to surprising events and discoveries that change the scientific reality. The term "large" is associated with the surprise that this innovation causes, working with discoveries that society never imagined could exist. They create something new or work with unmet human needs. Such discoveries have a huge impact on society without their creators even imagining it. Big innovations are also called "**disruptive innovations**", creating a product that creates a radical change in reality. Examples of major innovation are the invention of the computer, printer, camera, and similar techniques.

According to the source of innovation, they fall into two main groups - **innovation related to research teams and those that take place outside of them**. This classification emphasizes the notion that not all innovation in organizations should be introduced with the help of research departments, research centers or universities. Many small and medium-sized companies do not have such departments, but this in no way prevents them from being identified as leaders in the implementation of innovation, thanks to the many unconventional solutions they apply.

The following classification divides innovation according to the organization's strategy. **Open innovation is related to the ability of companies** to get the technology they need, as well as to maximize the resources they have developed. Open innovation strategies are about building partnerships with companies developing similar innovative products. Closed innovation is about hiring and providing the company with the best-prepared people in an industry. In this way, the company will be able to create an innovative product or service, thanks to the experienced people at its disposal. Through this approach, the organization develops a closed-type innovation by working on a product or

service while retaining its intellectual property. This is a way of counteracting competing companies and failing to benefit from product development.

Structurally, **organizations can innovate** from top to bottom or from bottom to top. In top-down innovation, management sets the speed and direction of company development. In most cases, this approach is taken when a new market is to be developed or a new product is created, or when the company agrees to discontinue part of the product line it produces (Gerrard, 2002). In this type of innovation, human resources are a key factor in the successful implementation of projects. Bottom-up innovation is common in technology companies. With this type of innovation, the company allows each employee to participate by offering suggestions and optimizing existing processes.

How to measure the effectiveness of innovation? Many modern companies are introducing different techniques and models, taking into account the need to measure the effectiveness of innovation. **Innovations metrics** help identify an organizational system of criteria that measures an organization's ability to generate and implement new solutions. It is important both for a small start-up company and for large organizations that need detailed information about whether the measures they take meet future goals. Since innovations are different in nature, the methods used by organizations also differ. Some companies prefer to rely on quantitative metrics, while others prefer quantitative and qualitative metrics.

Several steps or types of resources are required to implement and successfully implement innovative solutions and processes:

- **The financial capital of the organization** - funds, loans, available capital;
- **Human resources** - the human factor is the key to any innovation. In this context, it should be planned how the available human resources should be used;
- **Ideas and assumptions for innovation** - how far the ideas proposed could be realized and materialized;
- **Surveys and research costs** - Does the company conduct specific studies?

In measuring the effectiveness of processes, it is appropriate **to measure the efficiency and return of each project in the organization**. Another important step in measuring the efficiency of one process is to analyze its progress and the time it takes to move from one stage to another. Another important indicator is how many new ideas are generated during the process and whether the process works effectively.

The end results that can be measured are related to the successful sales of new products as well as the growing revenue from profits. Return on investment and investment in the innovation process is another key feature that needs to be analyzed. **Not all innovation is quantifiable**. Part of the innovation criteria for the percentage of sales based on innovative projects or products completed in the past year. In many organizations, there is a perception that the cost of innovation should be paid back at the end of the year in the form of revenue. The connection is not always direct and sometimes it may take time for the project to be completed.

Innovation is a process in which a new idea is created, a concept is changed, thanks to which a new method or product is created in order to generate and create a successful business model and income. In order to analyze the impact of today's innovative market on human resource management, we need to analyze the new technologies that are needed. A number of authors have indicated and predicted that, in 2020, basic skills and knowledge related to the workforce will be skills we do not even know exist today (Pluralist, 2017).

In order to survive through this new industrial revolution, organizations must be prepared and active. Digitizing and automating the workflow poses a huge challenge to companies' willingness to respond and manage change. Some of the advances in technology are radically changing the entire business world, especially as the way people live and communicate with one another changes. Some of the major changes in the environment that lead to changes in management and work with people are:

- **The mobile internet is everywhere** - in the form of different social networks, sensors, part of different devices, as well as many managed devices, fully connected to the Internet. In 2025, mobile connectivity will reach an impressive figure of 4.3 billion users;
- **Artificial Intelligence** - exists in the form of machine learning and artificial intelligence. Different speech recognition and facial recognition software will increase productivity and eliminate some of the difficulties in information processing and decision making processes;
- **Virtual reality** - Goldman Sachs (2016) says in their report that this industry will turn into a market for 80 billion in 2025 - compared to about 7 billion now. Many changes will be made to technological infrastructures and the ecosystem of applications that will be created for both users and corporations;
- **Cloud technologies** - Cloud technologies will play an increasing role. All information technology services and online applications can be created through cloud technology in most large companies. The use of public cloud technology is fraught with risks and in this regard cyber security of systems has improved;
- **The Internet of Things** - More than 9 billion devices are connected to the Internet and this figure is expected to grow to 50 billion and 1 trillion over the next decade. Organizations will continue to monitor and provide products, systems, devices and even create devices designed to make people's lives easier;
- **Progress in Robotics** - Advances in artificial intelligence, machines, sensors, motors, hydraulics and materials will change the products and services on offer. There will be a need to provide technical support for technology growth through the creation, programming and maintenance of robots.
- **Biometric Technologies** - According to a Lawless Research study in 2016, security experts estimate that more than 72% of companies plan to remove traditional security passwords by 2025. This will trigger an uptick in the development of new facial and voice recognition, fingerprint recognition and signature identification;
- **Genomic Engineering** - Technology related to genomic engineering will grow at a rapid pace. DNA-related technologies and improved analytical data will facilitate the production of various agricultural products, which reduces the need for continuous production of new products and can lead to a prolonged human life.
- **Blockchain** - blockchain is best known in the Bitcoin currency, but a recent report by McKinsey & Company in 2017 shows 64 different uses of blockchain in over 200 companies. Connectivity, which is an integral part of security and transactions, will be at the heart of business logic.

Last but not least, we should also mention quantum computers and developments in this area. Google's Quantum Artificial Intelligence Lab indicates that a small portion of quantum technologies will be available in the next 5 years and will help businesses grow and drive sales by reducing costs and lower infrastructure investment. All these innovations will also pose a huge challenge to the labor market.

INNOVATION IN THE SELECTION OF HUMAN RESOURCES

Based on LinkedIn's Global Recruiting Trends Report (LinkedIn, 2017), 56% of staff recruiting staff say the volume of their positions has increased, and at the same time, only 26% say that the number of employees in the human resources department has increased in line with increased needs. These statistics point to the need for optimization and innovation in the recruitment process. The LinkedIn survey is based on the evaluation of over 4,000 recruitment professionals from 35 countries who evaluate their perceptions of their own team, the key metrics they use to measure team performance, and how much tend to invest in innovative approaches and selection methods.

The report reveals extremely interesting results. 83% of those surveyed indicate **that talent is the key factor to their organization** and they tend to spend more time searching for it. The three key channels through which they reach the best employees in the labor market are recommendations from colleagues, the company's website, and various social networks. Percentage Allocated - 48% of

employees were recommended by colleagues, 46% of employees learned from the company's website or exchanges and hiring shows and 40% learned about vacancies in the company through various social networks.

As of 2017, companies are allocating their budget, with 30% of it being devoted to traditional advertising campaigns and advertising. 22% of budgets go to recruitment agencies with which companies work together. Only 17% are allocated to various selection tools related to the use of specialized software, candidate database maintenance systems. 9% of the budgets were distributed in the form of a referral bonus by colleagues. For various selection events, 8% are used, and they are also designed to maintain the company's reputation or so-called employer branding.

In recent years, one of the main selection tools has been the use of **specialized software** developed on the basis of artificial intelligence. Some of the best software features specialized dashboards that visualize the latest changes made to the system. These tools enable the company to be positioned on special websites aimed at job seekers. The systems allow for automatic verification of past experience and recommendations, as well as the ability to automatically compare data from the CV and all online resources. The systems have the opportunity to conduct video interviews, as well as testing and subsequent process of introductory training in the company.

Selection software is a specialized tool used by recruitment staff to automate and optimize the various stages of the selection process. It includes a variety of features such as searching, selecting, previewing and even interviewing approved applicants. This software began to gain popularity and were implemented in the early 1990s by some of the largest global companies. The desire to optimize and increase efficiency in the selection process also necessitates the creation of similar tools that can handle a large number of databases related to job applicants' profiles. This software look for potential candidates online, prepare a list of eligible candidates, interview candidates and communicate with managers at each stage of the selection process.

Why is it important to pay attention to quality, not just the number of applications? Identifying potential and highly qualified applicants is important to the organization. Typically, the number of highly qualified candidates is **no higher than 20% of the total number of applications**. The idea that the most qualified candidates can offer up to 4 times more effective results is a direct answer to how to increase efficiency and quality in the organization (Haak, 2014).

The quality of teamwork is the basis for the quality performance of all work tasks. Creating and gathering people in a team is quite a challenge. The perfect team is made up of people who work very well together and at the same time are able to deliver highly skilled work at the same time. The guidelines here are to invest more time in creating a team; bringing together highly qualified employees together, as well as hiring highly qualified teams, not just highly qualified persons. The quality of **the professional network and employee contacts is the key**. People with good professional skills and success are usually members of similar teams or interest groups.

Different stages of the recruitment process are performed by different functions of the software. **Candidate search (sourcing)** is realized through the promotion of new vacancies in various recruitment centers, career websites, communities of professionals seeking employment, as well as all possible channels in social media. **Applicant tracking system tracks** the applicant's path, including CV analysis, assessment of similarities with position requirements, interview, and evaluation of past experience. Perhaps one of the most useful features of such software is the ability to analyze process-related data. A special dashboard presents data on key indicators such as the number of resumes submitted, the time of hiring, the channel through which we reached the applicant and the percentage distribution by number of applications submitted and the number of candidates interviewed.

Applicant's pre-assessment and ability to verify past experience is another key feature of the software. The applicant's assessment allows for personal assessment, thanks to cognitive questionnaires, questionnaires for knowledge and skills assessment, as well as analysis of recommendations from a previous employer and past experience. The selection process ends with the recruitment of the applicant and his / her subsequent onboarding training.

Why is such software gaining such wide popularity? A survey conducted after leading companies in the field of information technology and software development shows that about 40% of the recruitment professionals use this specialized software. It is expected that in the coming years the percentage of its users will increase due to the facilitated work process it offers. The software offers automatic renewals and updates of submitted applications, as well as the ability to select additional options and services.

LinkedIn develops the following statistics - 75% of job seekers visit the company website or review the career opportunities companies' offer. 45% of applicants submit their CVs from a mobile device and 20% of applicants even use a mobile device to express their CV.

To have such software is an innovation in human resources these days, but it is expected to become a daily routine in the coming years. Many large companies are currently implementing this software as part of their entire recruitment cycle. The software offers some key functionalities that increase efficiency and reduce the time spent analyzing CVs. Central to this kind of innovative solution is the ability **to track your application from start to finish** - from posting vacancies across networks and channels to hiring and appointing a candidate. Every single vacant position in modern companies is bound to receive numerous CVs. 94% of companies using this software claim that this has improved their overall recruitment process. One reason for this is the automation of the process and the ability of the software to make an initial selection of candidates based on keywords or pre-asked questions.

At the same time, we should point out one of the major weaknesses of such applications. For example, a candidate **with insufficient experience in the position could be judged to be appropriate** based on predefined keywords and a candidate with extensive experience and qualification as inappropriate because it does not meet the criteria set out in the initial requirements and keywords.

Candidate management systems (called CRM systems) are designed to help recruiters screen and actively search for candidates based on existing databases. Human resources marketing are related to the experience of implementing good marketing practices in the field such as diversified analytical data, using various channels, sending different messages to potential candidates, thus increasing the company's knowledge and current career opportunities. This system is designed to reach all active and passive candidates in the labor market who have not applied for the company but who show some interest in the company or their experience is extremely suitable for working in that organization.

Online interviewing software is the next innovation that is gaining popularity in some companies. Thanks to specialized programs and software, recruiting professionals can arrange online interviews in real time or record and view interviews later. The next innovative step in this direction is specialized software that provides more detailed information related to speech, phrases, facial recognition, in order to determine the likelihood of a candidate being fit for the position.

Multiple recruiting staff sends dozens of messages to potential candidates on social networks. It is expected in the coming years that these monotonous activities **will be performed by automated systems**. The algorithms that shape the execution of certain algorithms transform the selection activity much faster than any other activity. This is not surprising given that the selection activity involves the repetition of multiple monotonous actions based on data analysis and over the years relying on human judgment to analyze the results. Machines support many recruitment activities and optimize their financial investment. This use leads to two scenarios - the first is related to the work of an artificial intelligence recruitment expert using the data to accept or reject his or her hypothesis. The second is related to the almost complete automation of the human resources management team, related to the presence of various applications analyzing and evaluating the candidate, as well as the so-called chatbots that initiate a conversation with the candidates without almost any human intervention.

In order to determine what the need for innovative staffing solutions might be, we also need to analyze the financial part of the problem. Consultancy Cognition X analyzes over 300 software and finds that more **than 100 of them are targeted at recruiting** (Jeffery, 2017). In the US, the HR market and existing selection software are valued at over \$ 100 million. Some of the most innovative tools also offer video analysis of candidate interviews. In the United Kingdom, the labor market has similar financial parameters.

In recent years, such software has boldly appeared in many of the human resources management functions. Some of the activities include employee and workplace compatibility analysis (using psychometric tests or other tools), prognostic analysis around the selection process, as well as comprehensive recruitment platforms focused on improving the candidate's experience and video interviews.

In the field of human resource management, there are many areas for innovation. Algorithms can write job descriptions using a language that excludes any form of prejudice and attitude. There is software that analyzes the candidate's facial expression in video interviews in minutes and makes inferences based on intonation, body language and tone of voice. **Chatbots** can be central to communicating with applicants. Data analysis algorithms can search for social media posts that would be a prerequisite for analyzing any publications of the respective candidate (there are certain legal restrictions on using such software). Writing emails to potential candidates on recruitment platforms is definitely a waste of time as dozens of software providers deliver a faster service.

At the moment, there is still a gap between what we do and what can be done. Most of the analysis we use today are extremely basic. Most work environment data is unstructured and there are many legal and ethical limitations to using it. According to Laszlo Bock, a previous Google executive, 99.4% of job interviews are a waste of time, as this time is spent to prove the impression you gained in the first 10 seconds of the interview. We design assumptions to validate our immediate decisions and value recommendations **against real data and evidence, and progressively fail in the adequate assessment of candidates** (Jeffery, 2017).

In recent years, recruiting staff have used structured and semi-structured interviews, which work well if conducted by an experienced professional. But as is often the case in reality, more interviews go through the unstructured version and according to the experience available to the applicant. In recent years, there has also been a tendency for human resource management professionals to become more analytical people so that decisions can be made on the basis of evidence and data. But at the same time, when it comes to assessing talent and identifying potential, it is accomplished through interviews, which is often not objective.

The use of artificial intelligence in recruitment may introduce some objective criteria in the recruitment process. At the same time, there is no evidence to prove that the use of artificial intelligence in the long term can significantly improve the quality of the selected candidates. Often finding the ideal candidate and the most appropriate employee for the organization is a very challenging task. Unilever reports some impressive results - around £ 1 million in returns over the first few months using an automated selection system. At the same time, 80% of artificial intelligence software is qualified as good candidates or appointments. At the same time, software is becoming increasingly difficult in some more complex or non-standard positions.

The use of this software is the key in the field of human resources management, its ability to **unlock the capabilities of passive candidates** who fit the profile sought after. LinkedIn publishes some interesting statistics, claiming that about 30% of registered users are actively seeking a new role all the time. The problem would arise when applicants develop their CV so that it matches the keywords of the software.

In this regard, changes are also being made to the personal data protection laws, which intend to inform applicants that they are the subject of interest in automated software. The use and sharing of collected online candidate databases is turning into a serious case (GDPR).

Another interesting issue is the use of a specific valuation model. By profiling existing candidates for the best performing employees and applying these traits to potential candidates, we often repeat different demographic characteristics - for example, if the best performers are young men, the software would lead to another similar group. **There is a perception that software improvements in the future** will eliminate these problems by applying different models. At the same time, many researchers believe that artificial intelligence is a very good way to diversify teams as long as it is properly programmed. There are software practitioners who blindly examine applications and foresee interview opportunities.

The application of artificial intelligence contributes to a greater diversity of candidates and provides a better range of applications. Many job applicants still prefer to meet with employees of the organization and would not join a company without talking to an employee of the organization in an attempt to identify the corporate culture, vision and mission of the organization. The aesthetic of the job will remain extremely dynamic and rapidly changing, requiring stable education and training and retraining programs. Talent development within the organization is the key to today's dynamic environment. The big challenge for HRM staff is how to find and hire the most proactive, innovative and quickly adaptable employees who have the skills and attitude to meet the challenges of today's business.

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