

STRATEGIC MANAGEMENT OF HUMAN RESOURCES AS A FACTOR OF INNOVATIVE DEVELOPMENT OF THE ENTERPRISE

Alimjanova Dilrabo

Senior Lecturer of TMC Institute

Annotation: *Strategic human resource management has taken center stage as a key catalyst for the innovative development of an enterprise. Organizations that plan, develop, and manage their HR strategies in line with their overall business goals are more likely to foster an environment conducive to creativity and innovation. Such strategies include effective talent acquisition and retention, continual employee training and development, accurate performance management, and genuine empowerment of the workforce. These practices not only contribute to a robust and adaptable team but create a positive company culture that spurs innovation, thus driving an enterprise's growth and competitive advantage.*

Keywords: *Strategic human resource management; Innovation; Talent acquisition; Talent retention; Training and development; Performance management; Employee empowerment; Team formation; Business growth; Competitive advantage; Enterprise development; Innovation strategy; Workforce planning; Creative problem-solving; Leadership development; Organizational culture.*

Enterprises in the modern global and dynamic business environment are confronted with numerous challenges ranging from market competition, technological advancements, and changes in customer needs and preferences. However, one challenge that consistently stands out is the strategic management of human resources. Human resource management is critical as it contributes significantly to the innovative development of an enterprise, which in turn is a crucial determinant of its competitiveness, profitability, and sustainability.

In strategic human resource management, decisions and plans concerning employees are made with the underlying aim of contributing towards the implementation of the organization's strategy. It requires a comprehensive understanding of the current and future business and market trends, as well as a deep knowledge of the organization's operational needs and strategic goals.

The role of strategic human resource management in organizations has evolved into one that fosters innovation. Innovation is not only about coming up with new products, services, or business processes, but also involves creating a conducive environment that encourages creativity, critical thinking, and problem-solving. This emphasizes the significance of human resources as a vital source of creativity and innovation, hence their strategic management should essentially aim at nurturing these potentials.

Strategic human resource management models that foster innovation typically include practices such as talent acquisition and retention, training and development, performance management, and employee empowerment. Indeed, these practices are key drivers of innovation in an organization.

Talent acquisition is about more than just hiring the right people. It is a strategic function of an organization, encompassing workforce planning, employer branding, recruitment, assessment, selection, and onboarding. The process involves not only filling the current skill gaps within an organization but also anticipates the future talent needs. Talent retention then focuses on how to keep these skilled employees within the organization long enough to deliver optimal value. Retention strategies often include monetary benefits, but they may also involve considerations of work-life balance, job satisfaction, and career progression opportunities.

Training and Development is another vital element in strategic HRM that propels innovation. The purpose of training and development is to align the workforce capabilities with the company's strategic goals by enhancing their skills, knowledge, and abilities. This could include providing training on new technology, leadership programs for managerial staff, and fostering a culture of continual learning and improvement. It creates an adaptive workforce that can innovate and evolve in line with industry changes and technological advancements.

Performance management instills a high-performance culture which prompts constant improvement. This continuous cycle of setting objectives, observing performance, and giving feedback aims to enhance both the individual's and the organization's effectiveness. By employing a suitable performance appraisal system, companies can identify employees who demonstrate innovative capabilities. Recognizing and rewarding these employees can encourage others to develop and share innovative ideas.

Employee empowerment is another key strategic HRM practice that boosts innovation. Empowered employees are found to be more engaged, more committed, and more likely to innovate. Empowerment can give employees a greater sense of control over their work, encouraging them to contribute their ideas, take risks, and explore creative problem-solving techniques. It is about planting the seeds of leadership in every employee, regardless of their rank within the company.

Well-orchestrated, these strategic human resource management practices can create a positive company culture, promoting creativity and innovation. By fostering an environment where employees are motivated, skilled, rewarded for their efforts, and granted the autonomy to implement their ideas, companies can leverage their human capital to drive innovative development. In the highly competitive business world of today, such an approach to human resource management is no longer a choice, but a strategic imperative.

Talent acquisition and retention, for instance, involves identifying, attracting, and retaining employees who possess creative and innovative capabilities. It requires organizations to offer competitive compensation packages, an innovative culture, and opportunities for professional growth and development. These attract talented individuals who can generate innovative ideas and solutions which propel the enterprise.

Training and development can also stimulate innovation within an enterprise. It equips employees with the necessary knowledge, skills, and abilities they need to become more innovative. Moreover, it instills a culture of continuous learning and improvement which is crucial for sustained innovation. It must be noted though that for such training and

development programs to be effective, they should be aligned with the organization's strategic goals and tailored to meet the unique needs of each employee.

Moreover, performance management systems which recognize and reward innovative behaviors can foster a culture of innovation within an organization. By setting performance metrics that value innovation, organizations can encourage their employees to think more creatively and look for innovative solutions to problems.

Empowering employees, on the other hand, allows them to take responsibility for their work and make decisions. It provides them with the freedom to experiment, make mistakes, and learn from them, all of which are essential for innovation. Empowerment also increases job satisfaction, engagement, and commitment, factors that significantly boost employees' innovation potentials.

Achieving innovative development through strategic management of human resources requires the full commitment and dedication of management. They must realize that the transformative power that fuels innovative development within their enterprise is vested in their people, and therefore, strategic human resource management should be a top priority. Furthermore, close attention should be paid to the appropriate mix of various practices to achieve optimal results, as they are interconnected and mutually reinforcing.

The strategic management of human resources and dividing the community into teams are interconnected topics that have a significant impact on an organization's success. These two concepts go hand in hand when it comes to enhancing productivity, fostering innovation, and facilitating efficient business operations[1-4].

The strategic management of human resources involves crafting and implementing HR strategies that align with the business goals, which often includes the efficient utilization of human resources. One practical way of achieving this is through dividing the organization (or community) into teams[11-15].

Team formation is a vital element of strategic HR planning. The process involves identifying and categorizing employees into purposeful groups that work cooperatively to achieve specific objectives. Decisions on team configurations may base on various factors, such as skills, expertise, departmental requirements, or projects specifications. Team structures could range from functional teams, cross-functional teams, self-managed teams, virtual teams, and so on.

Teams foster a sense of belonging among employees, enhance communication, and cooperation, promote efficient use of resources, and improve decision-making. Moreover, teams can stimulate creativity and innovation, as the diversity in skills, experience, and perspectives can trigger a wide array of ideas and provide robust solutions.

The relationship between these two subjects is evident within the execution. When the strategic management of human resources is successfully implemented, it leads to well-structured, balanced teams. These teams, through effective cooperation and collective effort, contribute to achieving the broader objectives of the organization.

However, it's important to note that forming teams is not the endpoint. Strategic HRM also has a role in ensuring the teams' effectiveness. This includes developing and managing team dynamics, resolving conflicts, team bonding, and fostering a conducive environment for

collaboration. In the long run, effective management of these aspects contributes to sustained team performance and the accomplishment of the organization's strategic objectives.

In conclusion, the strategic management of human resources and the division of the community into teams are intertwined topics that can significantly impact an organization's performance and success. The skillful combining of these two HR practices can indeed result in a powerful force that drives innovation, efficiency, and productivity in the business world.

Let's take Google as an example:

Google is renowned for its strategic human resource management practices. Talent acquisition, for example, is a critical area of focus for Google. They go to great lengths to acquire the best talent possessing unique proficiencies and innovative capabilities. They don't just consider the qualifications listed on a CV; they assess creativity, problem-solving, and adaptability, seeking out those who can add to their dynamic, innovative culture.

Once these talented individuals are on board, Google focuses on employee development. They provide robust training programs, regular workshops and skill enhancement sessions that are tailored to individual and organizational needs. These practices not just give employees the skills required to excel at their jobs, but also stimulate creative thinking, encouraging the generation of innovative ideas.

Regarding team formation, Google uses cross-functional teams extensively. For instance, a team might consist of a mix of coders, designers, marketing specialists, and product managers. These diverse skill sets allow the team to tackle a project from various angles, enhancing creativity and encouraging innovation.

Performance metrics are also an important practice at Google. They measure and reward not just success in traditional terms, but also mark the growth of employees, their contribution towards team objectives, problem-solving abilities and innovative thinking. This strategy makes employees more driven towards improving performance and boosts the overall productivity and effectiveness of the team.

In terms of empowerment, Google gives its employees considerable autonomy. Famously, Google employed the '20% time' policy, where employees could spend 20% of their time working on side projects of their choice. This policy led to the creation of successful services like Gmail and Google News. By giving employees the freedom to explore their ideas, employees are more likely to innovate and contribute to the success of the business.

In this way, Google's strategic management of human resources - employing clever talent acquisition strategies, focusing on training and development, forming diverse teams, establishing performance metrics and fostering an empowering environment - all combine to create a culture that prizes innovation and leads to commercial success.

In conclusion, strategic management of human resources is a fundamental factor in the innovative development of an enterprise. It serves as a powerful tool for stimulating creativity, promoting a culture of innovation, improving competitiveness, and, eventually, ensuring the sustainability of the enterprise. Therefore, the dynamic business environment necessitates organizations to adopt a strategic human resource management approach that aligns with their strategic goals and fosters innovation.

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