

IMPACT OF HUMAN RESOURCE MANAGEMENT ON IMPROVING THE INNOVATION POTENTIAL OF AN ENTERPRISE TO ACHIEVE THE PRINCIPLES OF SUSTAINABLE DEVELOPMENT

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ABSTRACT

Objective: The article is devoted to the topical issue of the impact of human resource management on increasing an enterprise's innovative potential to implement the principles of sustainable development.

Methods: Through an analysis of scientific literature, the article analyzes the relationship between human resource development and sustainable development and the essence of human resource management for sustainable development.

Results: The study identifies the key success factors of an enterprise's innovation activities, which lead to an increase in its innovation potential, and how they relate to human resource management, as well as the basic principles of human resource management based on sustainable development, which promote greater innovation potential of an economic entity.

Conclusion: Today human resource management aimed at increasing the innovative potential of an enterprise considering the specifics of its activities and the current socio-economic situation, is a key factor contributing to the achievement of sustainable development principles and the strategic objectives of the enterprise. The authors conclude that human resource management based on the principles of sustainable development acts as a component of the organizational and economic mechanisms of their innovative development.

Keywords: Sustainable development. Human resource management. Innovative potential. Innovative activity.

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IMPACTO DA GESTÃO DE RECURSOS HUMANOS NA MELHORIA DO POTENCIAL DE INOVAÇÃO DE UMA EMPRESA PARA ATINGIR OS PRINCÍPIOS DO DESENVOLVIMENTO SUSTENTÁVEL

RESUMO

Objetivo: O artigo é dedicado à questão atual do impacto da gestão de recursos humanos no aumento do potencial inovador de uma empresa para implementar os princípios do desenvolvimento sustentável.

Métodos: Através de uma análise da literatura científica, o artigo analisa a relação entre desenvolvimento de recursos humanos e desenvolvimento sustentável e a essência da gestão de recursos humanos para o desenvolvimento sustentável.

Resultados: O estudo identifica os principais fatores de sucesso das atividades de inovação de uma empresa, que levam ao aumento do seu potencial de inovação, e como eles se relacionam com a gestão de recursos humanos, bem como os princípios básicos da gestão de recursos humanos com base no desenvolvimento sustentável, que promover maior potencial de inovação de uma entidade econômica.

Conclusão: Hoje, a gestão de recursos humanos voltada para o aumento do potencial inovador de uma empresa, considerando as especificidades de suas atividades e a situação socioeconômica atual, é um fator fundamental que contribui para o alcance dos princípios do desenvolvimento sustentável e dos objetivos estratégicos da empresa. Os autores concluem que a gestão de recursos humanos baseada nos princípios do desenvolvimento sustentável atua como um componente dos mecanismos organizacionais e econômicos de seu desenvolvimento inovador.

Palavras-chave: Desenvolvimento sustentável. Gestão de recursos Humanos. Potencial inovador. Atividade inovadora.



IMPACTO DE LA GESTIÓN DE RECURSOS HUMANOS EN LA MEJORA DEL POTENCIAL DE INNOVACIÓN DE UNA EMPRESA PARA ALCANZAR LOS PRINCIPIOS DEL DESARROLLO SOSTENIBLE

RESUMEN

Objetivo: El artículo está dedicado al tema de actualidad del impacto de la gestión de recursos humanos en el aumento del potencial innovador de una empresa para implementar los principios del desarrollo sostenible.

Métodos: A través de un análisis de la literatura científica, el artículo analiza la relación entre el desarrollo de recursos humanos y el desarrollo sostenible y la esencia de la gestión de recursos humanos para el desarrollo sostenible.

Resultados: El estudio identifica los factores clave de éxito de las actividades de innovación de una empresa, que conducen a un aumento en su potencial de innovación, y cómo se relacionan con la gestión de recursos humanos, así como los principios básicos de la gestión de recursos humanos basada en el desarrollo sostenible, que promover un mayor potencial de innovación de una entidad económica.

Conclusión: Hoy en día, la gestión de recursos humanos dirigida a aumentar el potencial innovador de una empresa considerando las especificidades de sus actividades y la situación socioeconómica actual, es un factor clave que contribuye al logro de los principios de desarrollo sostenible y los objetivos estratégicos de la empresa. Los autores concluyen que la gestión de recursos humanos basada en los principios del desarrollo sostenible actúa como un componente de los mecanismos organizativos y económicos de su desarrollo innovador.

Palabras clave: Desarrollo sostenible. Gestión de recursos humanos. Potencial innovador. Actividad innovadora.

INTRODUCTION

Human resources (hereinafter – HR) are a critical factor in the socio-economic development of the post-industrial economy. In today's global environment, competitiveness can be reached only by those countries that achieve high levels of human development based on large-scale investments in HR, intellectual enrichment of mass professions, and the creation of favorable conditions for comprehensive, creative human development. This provides these countries, first, with increased labor productivity in various spheres of the national economy; second, with growing intellectual potential and economic growth rates; third, with the permanent modernization of the economic structure in accordance with changes in the situation



on world markets (Gishkaeva et al., 2019). The development and accumulation of HR is a priority task for any country.

Given the intensification of world globalization processes and the aggressiveness of the environment, the concept of sustainable development, defined as meeting the needs of the present without compromising the ability of future generations to meet their own needs, becomes increasingly important for businesses (Rahmanaa & Bawono, 2021). The concept of sustainable development builds on ecological integrity, economic growth, and social justice. The effective operation of an enterprise under such conditions can be ensured by coordinating ecological and technological processes (Klarin, 2018).

An important aspect of implementing Sustainable Development Goals in an enterprise is to create an understanding and willingness to change among employees. However, studies show that the vast majority of managers face employees' resistance to change and reluctance to implement innovations in their work (Trofimova, 2020). For this reason, implementation of the concept of sustainable development in the operation of an enterprise requires creating specific conditions that will promote economic growth, efficient allocation of resources, and higher levels of staff loyalty. It is important to identify and develop the HR and skills of employees that can be useful for them and the future development of an enterprise and provide flexibility and efficiency for the business (Bantserova & Kasimova, 2023; Akhmetshin et al., 2018b).

Literature review. V. Makedon et al. (2019) suggest a strong connection between the development of HR and sustainable development. Among the critical conditions for the preservation and development of human potential both on the individual and social levels is the sustainability of human development. At its core, the concept of sustainable development focuses on the equilibrium coevolution of the two subsystems – humanity and the environment (Danielyan et al., 2016).

On the other hand, the development of HR and sustainable development are interdependent processes. The development of terrestrial human civilization in the long term is unfeasible outside the limits of sustainable (or supportive) development, which ensures the reproduction of the resource base of human existence (Fedchenko et al., 2023).

Researchers note that the priorities of HR development and sustainable development are strongly interconnected. The development of HR provides the formation of the economy's main productive force, which, in turn, creates financial conditions for better quality and standards of living (Chamsa & García-Blandón, 2019). The primary components of both HR development and sustainable development are the economic, social, and environmental, each of which



performs specific functions in ensuring the development of HR and sustainable development on the whole (Frolova et al., 2023):

- the economic component: increase in GDP and living standards (HR development) is associated with the rational use of available resources on an innovative basis (sustainable development);
- the social component: improvement of educational, creative, and cultural parameters of a person (HR development) is linked with the formation of human, intellectual, and social capital (sustainable development);
- the environmental component: the creation of safe living conditions and preservation of health (HR development) are interconnected with the preservation and restoration of natural resources for future generations (sustainable development).

HR management (HRM) is defined in literature as the integrated use of learning and development, career pathways, and organizational development to enhance individual and organizational efficiency (Ehnert, 2009). Y. Gong et al. (2009), studying the problem of HRM based on the concept of sustainable development, focus on the function of management and examine personnel training as part of the overall implementation of the managerial process. K.K. Bokenchin et al. (2022) and V.V. Manuylenko et al. (2022) discuss the concept of strategic HRM (SHRM), which goes beyond the functions of HRM and includes the components of teamwork, organizational culture, and support from executives.

D. Nakisbaev and N. Dugalich (2022) describe HRM for sustainable development as a complex and multifaceted process that involves a variety of resources, (human, financial, material). For this reason, it is worth paying special attention to the theoretical definitions of sustainable personnel development and the practical experience of advanced domestic enterprises.

Some researchers examine the HRM-related conditions that must be met to build a sustainability-oriented organization (Gostev et al., 2022). These include organizational justice, psychological empowerment, work-life balance, organizational behavior, and job satisfaction (Kalashnikov et al., 2023).

We must agree that HRM encompasses two interrelated concepts: the notion of the enterprise team needs, including priority needs (minimum wage, compliance with legal guarantees for the employed, which are covered by several legal acts), and the notion of limitations due to the technical and technological level of production and work organization



that are imposed on the ability of the environment to meet current and future needs of employees and counterparties of the enterprise (Nurgaliyeva et al., 2022).

In our understanding, an enterprise's HRM from the position of sustainable development should be viewed as an integral and complex system of interrelated economic, organizational, and socio-psychological measures for vocational guidance, adaptation, recruiting, systematic training, organizational development and self-development, professional growth, gaining a set of advanced technical and general knowledge and unique skills, staff evaluation, and motivation for productive work. HRM aims at solving the strategic and current tasks of an enterprise to ensure efficient labor activities and improve the competitiveness of goods and services.

Researchers argue that today the development of any enterprise in the conditions of the new technological order and Industry 4.0 assumes a focus on actively producing and implementing innovations, forming competitive advantage in the market on their basis, and creating prerequisites for the expansion of the developed niche and entry into new markets (Odriozola-Fernández et al., 2019). Thus, it is important to develop an effective mechanism for managing innovative development and increasing the innovative potential of an enterprise (Akhmetshin et al., 2018a).

Considering the improvement of innovative potential as a way for a company to adapt to the changing market conditions, an enterprise's mechanism of innovative development management can be considered as a system of organizational, resource, scientific and technical, methodical, legal, and other components and the forms and methods of their interaction, as well as tools for the implementation of managerial decisions ensuring a company's innovative development. The object of this mechanism is promising areas of innovative development of the organization, and the subject is a company's management, which performs managerial actions in accordance with their functions (Shikverdiev et al., 2023). In this, we should emphasize the mutual connection and conditionality of the components of improving innovation potential: "innovation – the source of competitive advantage", "knowledge – the source of innovation", and "innovation competence of the enterprise – the quality of HR" (Harsanto et al., 2022).

In connection with the above, the purpose of the article is to study the problematic issues of HRM based on sustainable development as a component in the organizational and economic mechanism of an enterprise's innovative development.



METHODS

To fulfill the research goal, the study employed general scientific methods: a) theoretical: analysis of scientific sources on the problem under study; b) empirical: an expert survey.

The study was conducted in three phases from January to March 2023. In the first stage, research papers on HRM and increasing the innovation capacity of business entities in the context of Sustainable Development Goals were studied. The analysis of scientific research revealed the relationship between increasing the innovation potential of an economic entity and HRM. The research analysis highlighted several unresolved research issues, namely:

1. What are the key success factors of an enterprise's innovation activities that lead to an increase in its innovation potential, and how do they relate to HRM?
2. What are the main principles of HRM based on sustainable development that lead to an increase in the innovation potential of a business entity?

In accordance with the research questions raised, in the second stage, we conversed with experts online. The expert survey was conducted in English via e-mail. E-mails were forwarded to 34 experts, who were employees of the HR services of industrial enterprises, and whose contact information was obtained from the websites of these enterprises. The letters asked the respondents to answer the presented research questions in free form. Responses were obtained from 31 experts.

After the collection of experts' responses, the experts were asked to rank the key success factors of an enterprise's innovation activities and the basic principles of HRM based on sustainable development by their importance by assigning points. The final rank of each success factor and HRM principle were determined based on these scores.

For a more objective analysis of the expert survey data, the consistency of expert opinions was tested via Kendall's coefficient of concordance (W) calculated using the SPSS software product. The information obtained through the expert ranking was then processed to determine the weights of expert opinions.

RESULTS

The experts assert that the effectiveness of the mechanism to increase an enterprise's innovation potential is defined by the effectiveness of managerial impacts on the main components of the success of a company's innovation activities (Table 1).



Table 1. Key success factors of innovative activity at an enterprise

No.	Key success factors of innovative activity	Rank	Weight
1	HR (knowledge, qualifications, creativity, rational age and gender structure, psychological compatibility)	1	0.35
2	Management system (sound organizational structure, dynamism, flexibility, adaptability, change management, risk management, forward and backward communication, motivation, control efficiency)	2	0.28
3	Knowledge potential of an enterprise (timeliness, relevance, completeness, efficiency of production and use)	3	0.22
4	Innovation culture (the degree of support for innovation by individual employees, groups of employees (divisions), and the organization as a whole, willingness to translate them into new products, technologies, and management decisions)	4	0.15

Note: compiled according to the results of the expert survey; the concordance coefficient $W = 0.71$ ($p < 0.01$), indicating a strong agreement of expert opinions.

The survey results suggest the most significant factor in the success of an enterprise's innovative activity is HR (0.35). It is worth noting that virtually all the presented key success factors are grounded in the use of HR and the attained level of its qualitative state and potential development opportunities. This applies both to management (the managing subsystem) and to employees (the managed subsystem).

The expert survey demonstrates that HRM based on sustainable development principles can be realized by adhering to certain principles (Table 2).

Table 2. Basic principles of HRM based on sustainable development

No.	Principles of HRM	Rank	Weight
1	Development of HR with a long-term perspective	1	0.29
2	Flexibility	2	0.22
3	Care for employees	3	0.16
4	External partnerships	4	0.12
5	Profitability	5	0.10
6	Employee empowerment	6	0.07
7	Fair and equal opportunities	7	0.04

Note: compiled according to the results of the expert survey; the concordance coefficient $W = 0.68$ ($p < 0.01$), indicating a strong agreement of expert opinions.

The calculations indicate that the most significant principles of HRM based on sustainable development are HR development with a long-term perspective (0.29) and management flexibility (0.22).

DISCUSSION

The expert survey shows that the foremost key factor in the success of an enterprise's innovation activities is HR (Table 1), whose management is crucial to support an enterprise



(organization) to improve its efficiency, manage corporate and ethical issues that go beyond economic efficiency, and support the future development of an enterprise (organization) and the direction of its innovation activities.

The priority of the human factor in the conditions of the knowledge economy and the innovative economy urges the use of the concept of sustainable development as a conceptual and methodological platform for the innovative development of an enterprise and the economy as a whole. Management of the innovative development of enterprises grounded in the concept of sustainable development should rely on the principles of environmental and social responsibility. The severity of the environmental situation and the limited natural resources objectively direct innovation activities to the development and implementation of environmentally-friendly technological processes (green technology) and the creation and production of innovative green goods. Thus, by implementing environmental policies and strategies, socially responsible businesses seek to preserve (or at least not degrade) the environment for the sake of future generations.

The other side of responsibility is the social aspects of human development related to HRM and ensuring its reproduction, development, motivation for self-improvement, lifelong learning, professional development, formation of managerial and innovative culture, environmental consciousness, stimulation of labor, etc. In this context, conditions must be created for the employees of an enterprise (support or motivation for the development and career growth of employees) to contribute to their progress and increase the efficiency of their work. Researchers emphasize that, as shown by world practice, it is impossible to ensure economic development without improving HR. This is because to implement changes, there must be the organizers of change on the one hand, and a highly skilled workforce to put these ideas into practice, on the other (Fedchenko et al., 2023).

Effective implementation of the concept of sustainable development in HRM requires the simultaneous application of all previously defined principles (Table 2) and defining the relationship between them. The development of HR from a strategic perspective defines the competencies and skills that employees need to develop and will need in the future. These competencies and skills, as stressed by Y. Gong et al. (2009), can prove useful in the future for both employees and an enterprise (organization) as a whole.

Flexibility in enterprise HRM allows creating conditions for the training, adaptation, and development of personnel. Flexible HRM based on the concept of sustainable development is reflected in the way work is organized (e.g., allowing employees to work from home, remotely,



on flexible work schedules, etc.). This, according to D. Nakisbaev and N. Dugalich (2022), allows adapting the process of organization and management of production processes to comply with the interests of the employer and workers alike considering the potential opportunities for training and continuing education.

Personnel training is an investment that promotes an enterprise's future economic performance and improves its business reputation among counterparties, employees, or potential applicants. Personnel policy, which is part of the overall corporate policy, contains important values for employees and regulates the relationship between employees and a company (Danielyan et al., 2016). Forms of training and methods of work with HR are revealed in the development of specific knowledge and skills that correspond to the purpose and subject of training, taking into account the suggestions of employees and employers. A flexible learning process allows employees to gain knowledge and skills even outside a company or educational institution and at a convenient time. This is facilitated by the introduction of e-learning, which is the subject of digital development. Thus, the learning process is carried out with a balance between work and the personal time of the worker (Ehnert, 2009).

Care for employees implies assessment and remuneration at a sufficient level to support the family and restore the ability to work, creating opportunities for employees to learn a variety of professional (technical), interpersonal, and soft skills (for example, how to take care of themselves, how to deal with stress, how to develop proper eating habits, how to recover after work, etc.).

New skills and improved competencies benefit not just employers but workers themselves. A competent and experienced employee becomes a key resource of an enterprise and can look forward to long-term employment in their current workplace. The consequences of such an employee's work are reflected in a company's performance in various areas, including sustainable development (Chamsa & García-Blandón, 2019).

Even if such an employee is fired, their skills and competencies make it easy for him to find a job at another company. Thus, an employer who cannot guarantee long-term employment fulfills their social mission by creating opportunities for staff to realize themselves in other businesses in the labor market.

External partnership in the context of HRM means cooperation with the education system. An example of such practice is the organization of training courses, educational master classes, and webinars, as the inter-organizational exchange of experience may not be enough, especially in the context of developing future competencies. In this way, enterprises can contribute to



positive changes in the education system and society, going beyond just their own benefits by creating opportunities for the development of innovative knowledge.

This kind of HRM has a positive impact on a company's performance, including economic indicators. Financial results are not the only criterion by which to measure the success of a company. The profitability of a company in the context of sustainability means that competent and motivated employees will contribute to the strategic development of a company and introduce innovations, thereby generating profits. Decisions on training (forms, instructors, technologies of training) should be made considering the costs, as well as the long-term profits of an enterprise. In this case, personnel training should not be regarded as an expense, but as an investment.

Vocational guidance and adaptation, professional training, career development, evaluation, incentives, and team building are important measures (tools) to unlock the potential of a company's HR to achieve the mission, goals, and social responsibility of the business (Trofimova, 2020).

Consequently, HRM on the principles of sustainable development is not limited to the self-improvement needs of the individual but also provides broader opportunities for other components of sustainable development. Implementation of the concept of sustainable management in an enterprise's HRM system will increase the level of staff professionalism, creativity, loyalty, and ability to self-development and self-organization, as well as the implementation of the strategic policy of enterprise innovative development consistent with the provisions of the external strategy of interaction with counterparties.

CONCLUSION

One of the leading economic problems of today is ensuring the sustainable development of the economy and society as a whole. HRM on the principles of sustainable development is a component of the organizational and economic mechanisms of the innovative development of HR. The core principles of sustainability-based HRM are HR development with a long-term perspective, flexibility, empowerment of employees, fair and equal opportunities, external partnerships, care for employees, and profitability.

HR development translates into the formation of new knowledge, the generation of new ideas, and the development of innovative products and technologies. This, in turn, allows business entities to realize their environmental and social responsibility.



Further research may focus on determining the features of the formation of an enterprise's innovation strategy based on the assessment of its innovation potential and opportunities for its modernization.

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