



MODERN TRENDS IN HUMAN CAPITAL MANAGEMENT

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Abstract: This paper is about modern trends in human capital management. The paper discusses theoretical and practical approaches to the modern trends of human capital management. The author described the four main trends separately: workforce planning; the talent management; networking and recruiting. For competitive advantage and economic development organizations need to apply modern technology and innovative human capital management practices. The current trends of human capital management require a systematic approach and enable organizations to select the right people and develop them fully for the business goals of the organization. It was very interesting that author explained the social media as a main tool for modern recruiting.

Key words: HR-technologies, workforce planning, networking, recruiting, social media, talent management.

Introduction

An important competitive advantage of the organization is human capital. Modern human capital as a factor of development of a society formed by investing in education, training, health, knowledge, entrepreneurial skills, information technology, security, and economic freedom of the population, as well as in science, culture and art. Human capital is a part of the key factors in business, along with finance and information technology.

Relevance of the issues related to the development of human capital is due to the increased interest to the creative abilities of the person, their activation and intellectual activity. The latest trends in human capital management in modern conditions linked to improve the competitiveness of the organization (Proka et al., 2013). One of the key factors in increasing the competitiveness of the organization is its ability to unleash its inner potential and find new ways to effectively manage human capital.

Business success is determined more and more with quality involves human resources, formed the intellectual capital that cause substantial competitive opportunities of the modern organization. Business development plays an important role in organizational growth, productivity and profitability. To increase the efficiency and productivity of employees affected by the following main categories of human capital strategy, leadership, talent, culture and trade.

About the Trends in Human Capital Management

The human resources function is undergoing significant changes. In the new economic conditions the HR-managers will be responsible for the tasks of the financial professionals by measuring and monitoring the workforce solutions as well as capacity-building initiatives of human capital.

Trends in human capital management are not stagnant; they are constantly being improved and developed. The transformation of the field of human capital management is to automate HR-processes in cooperation with the IT-technologies. In today's business environment human capital management requires new technology and innovation. Most organizations are adopting modern mobile HR-technology of human capital management, which is based on the cloud and social web-applications. HR-Mobile technology is an important component of a comprehensive initiative in the field of human capital management of organization (Armstrong, 2009). The introduction of IT-technology and SaaS-service in HR-processes contributes to effective mobile talent management of organization in real time, the development of innovative programs to attract the best talents.

Improvement of technologies of human capital management is an essential source of increasing the competitiveness of companies in the market and an essential factor of sustainable development.

At present time trends in human capital management are the transition to innovative HR-technology: planning needs of talent (the development of social cooperation, interactive environment to attract employees through internal and social networks); integration of labour and talent initiatives (management of key HR-data); innovative technological solutions (implementation of SaaS-solutions, cloud and mobile technologies); development of remote work, "home office".

Entry of HR technology in social networking is the process of change in the business. Human capital management is transformed into an application of IT-technologies.

Human capital management tools are integrated into the wider technology and interact between different parts of the organization. A set of tools of the human capital management makes skills, experience, and career, motivation of employees visible and manageable.

Priority tools of job search or employees are: recruitment agency; specialized web portals; social media network. Human capital management tools are: workforce planning; talent management; networking; training; professional development; recruiting and others. At present, the HR trends of human capital management are: increased competition in the recruitment market; retention and development of staff; development and implementation of automation HR processes of human capital management; interactivity of HR processes of human capital management; massive use of social media.

Workforce Planning

Institute of human capital management of organization includes: planning needs of the labour force; model of staffing levels; need for staff; financial analysis of the number and qualifications of staff. HR planning tool is a component of human capital management system, based on modeling the demand and supply of labour to identify critical problems (Zakharova, 2012). Workforce planning allows organizations to optimize the number of employees and the cost model of the organization, and quickly achieve their strategic business and financial goals.

Strategic workforce planning is a business process that organizations use to clarify and streamline internal and external talent to gain a competitive advantage. Workforce planning and the need for human capital is one of the greatest challenges currently facing the heads of the organizations. Workforce planning is an excellent method to predict the upcoming retirement, lack of talent, and the reorganization of the company.

Strategic and financial planning serves as a tool for workforce planning and the basis for the calculation of wages.

The Talent Management

Application of talent of personnel in the structure of labour force is one of the priorities of doing business in the modern world. Talent management is to optimize performance and to identify potential talent within the organization.

Technology, globalization and the increasing government regulation changes the outlook of human capital. Market is due to demand for talent. Talent is one of the most important economic assets of the organization, is considered to be critical and scarce commodity. At present time, the global market of talent the companies could face with a growing shortage of talent as a product. In connection with what organizations are currently reviewing talent management strategy at all stages of the life cycle of an employee. The recession of recent years has forced the organization to reconsider the approach to talent management (Kibanov, 2014). Organizations are becoming more aggressive in the way of attracting and retaining talent. The promising direction of HR work is cloudy talent management system through the use of mobile tools and social systems of recruitment. Organizations need to combine technological solutions for talent management with social networks to make these processes more interactive, permanent, transparent based on feedback. The concept of cloud talent management system is carried out in a network environment. Network environment can unite talent through mobile devices and mobile HR-operation.

The talent management process becomes continuous and systemic approach in which managers at all levels are involved in talent management. High potential of employees, their development plan and evaluation of talent laid at the heart of the management and development of talent.

Talent management is a flexible, integrated set of tools of human capital management, whereby HR-specialists attract and retain talented employees. Such a tool is a software cloud computing, social networking talent through which they are tracked career, experience and skills of the employee from the date of employment, labour force data at different points in the life cycle of an employee, analysis and evaluation of

the employee. To attract and retain the talent needs new HR-innovative programs of total compensation, training and performance management. Therefore, a large number of employers have a page on the social networks through which there are promoted a positive image of the company and attracted potential talents.

The tools for the development, implementation, participation and retention of talent should be simple and intuitive for managers to use.

Effective innovative methods of talent search are: search common friends; smartphone activity; intelligent sites of questions; professional communities, forums, online resources; visit thematic conferences and exhibitions.

At present as the main trend of talent management is considered the ability to search, talent management through mobile applications (smartphone, tablet, iPad, iPhone) via cloud computing, mobile platforms and social networks in which companies place their accounts and profiles. To attract talent the company will invest in SEO-strategy.

Networking

The main capital of any person is not money, but turned out dating and communication. Establishing social relationships through social networks is a systematic approach to social interaction of people. Social ties are the process of finding, developing and maintaining relationships in which the mutual exchange of information and experience contributes to the development and success of people involved in it. To be successful in the HR-social media content owner must be an active participant in the environment. Networking is the ability to establish useful communication in terms of career and business. Networking affects the personal and professional life of people.

Networking supports innovative new tool of human capital management of organization. Networking develops the most necessary skill in modern life - establishing and maintaining long-term quality business relationships.

Information and cloud technologies make it possible not only to communicate, but also to work in social networks (Ralf Wins, 2007). Transition to the cloud human capital management involves new ways of interpersonal relationships - social networks - networking. Social connections ensure the success of business processes of the organization.

With the help of networking through social media there can be chosen a profession; learned about career opportunities and made the right decision; found a job; obtained help in planning the job search strategies; reached an objective assessment of proposals for cooperation.

Depending on the objectives, interests and fields of activity types of networking can be very diverse: personal networking for promotion; business networking is considered as a marketing method that is used to create business opportunities for networks of like-minded entrepreneurs; networking in the sphere of research, knowledge, and so on.

Long-term advantage of human capital management is the integration with internet-technologies that opens opportunities such as: remote access for employees and managers; e-learning staff; integration with sites dedicated to finding work; information portal employees; surveys and assessment of staff; integration with pages in social networks; built-in search engines, allowing to find the right information and people in the network; interactive control of freelancers.

Recruiting

With the introduction of IT-technologies in the HR-processes of recruitment has become a major tool of human capital management, recruitment from auxiliary function.

Advanced recruiting technologies are: mobility, flexibility; social media; the use of web-CV; on-line assessment of candidates.

Social Media is a technological trend of recruiting. Social media is a huge HR-market that many organizations use for recruiting. Social networking is becoming an integral part of recruiting. Professional social media is a useful tool for recruiting and job search, and for building a career and business development.

Modern technology recruitment industry has radically changed the interaction between employers and job seekers. Recruiting through social networks provides rapid response and feedback between recruiter and candidate. Recruiting through social networks is gaining momentum due to the large pool of candidates.

Profile specialist in professional social media becomes an equivalent alternative to the traditional resume. In the market of recruiting video- resume becomes popular enough. Video - resume saves time, and is a new tool of online recruiting.

Social media are modern and promising sources of new contacts, effective and free tools of recruiting. In social networking tools are integrated into strategy of hiring, recruiting staff that make the process of finding employees mobile, interactive and attractive. Mobility is a modern social tool of recruiting.

Conclusion

Thus, the current trends of human capital management require a systematic approach and enable organizations to select the right people and develop them fully for the business goals of the organization. For competitive advantage and economic development organizations need to apply modern technology and innovative human capital management practices.

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