



## INNOVATIVE HUMAN RESOURCE MANAGEMENT

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### Abstract

The function of human resource management in an innovative organization turns into an instrument of a long-term strategy aimed at removing barriers to innovation. The practice of human resource management becomes the link between learning, innovation and creativity. This, of course, requires a fundamentally different approach to the organization of human resource management in an innovative organization. In essence, we are talking about the formation of innovative human resource management (IHRM), which is a border area between two areas of management science and practice: innovative management and human resource management.

**Keywords:** organization, employees, develop a potential, personnel, flexible system, specific functions of IHRM.

### Introduction

Innovative human resource management (IHRM) is an activity aimed at improving the management system in the field of working with human resources, in order to develop the creative, innovative potential of employees and stimulate the innovative behavior of personnel.

### Main Body

The main prerequisite for successful innovation management is the harmonization of relations between the participants in the innovation process, which consists in creating and maintaining a favorable innovation climate in the organization. Innovation is an element of the functioning of an organization; this activity should be organized as one of the functions of each division of the innovation organization and at each level of management. And this, in turn, makes it necessary to understand innovative human resource management as a flexible system that is ahead of the formed innovation process. Otherwise, innovations without control either remain "on paper" or are rejected by the bureaucracy. The



leading principle of IHRM can be associated with the creation of a system of flexible, well-grounded changes, carried out ahead of social practice.

Another principle of IHRM, due to the dynamism of the development of the innovation sphere, is the principle of continuity, which presupposes the constancy of the development of innovative management. Another principle of IHRM is innovative thinking, i.e. a state of consciousness focused on overcoming barriers in the creation and implementation of innovations, which should be characteristic of all employees of an innovative organization.

An equally important principle of IHRM is the principle of development of innovative communications, i.e. establishing links between all participants in the innovation process, both at the formal and informal levels.

In the field of IHRM it is necessary to implement the principle of independence, since, on the one hand, IHRM cannot be isolated from the general system of innovation management, and on the other hand, it must be completely independent, have its own specific functions and management system.

Finally, the most important condition for the success of innovation is the presence in the organization of the actual innovators who are able to generate innovative ideas, actively participate in the innovation process, who are able to act in conditions of uncertainty and risk and ensure high productivity and communication skills.

Innovative human resource management, being part of the strategic management of an organization, must be properly organized and have its own specific functions. Of course, the proposed allocation is rather arbitrary, since all these functions are closely intertwined, but each of them requires a separate analysis.

The main specific functions of IHRM can be the following:

1. Team organization of personnel activities based on an adhocratic approach. Modern organizations operating in the branches of the knowledge economy require project structures capable of bringing together highly qualified specialists in various fields of knowledge into a single creative team. The most adequate solution to this problem is the innovative organization of activity, or adhocracy, in which the tone is set by specialists cooperating with each other. The term "adhocracy" was first introduced into scientific circulation by O. Toffler in his work "Adaptive Corporation" in 1985. Adhocracy is an organic structure that coordinates the work of many temporary working groups that arise and cease their activities in accordance with the pace of changes in the external environment of the organization. In the context of the development of the



innovation process, the most effective organization of activities is the creation of innovative teams - small, informal self-governing groups (4-10 people) of highly qualified specialists with innovative thinking, who develop and bring innovation to an innovative product (service), serve the consumers of the implemented innovation and are engaged in solving organizational problems arising in this case. Command structures of this kind allow for flexibility and quick response to changes in the external environment. Such management promotes the assimilation of innovative thinking by the personnel and generates a favorable innovation climate.

2. Creation of an innovative climate based on trust and aimed at the development of innovative activities in the organization. Of course, the innovation climate is part of the overall organizational culture, which has a corresponding influence on it. It is usually understood as a set of conditions that contribute to the search efforts of employees in the promotion and implementation of new ideas and proposals. The most favorable innovation climate is characterized by a general focus on innovation "as a clearly expressed goal achieved by common efforts, as well as a high degree of mutual trust, decentralization of decision-making and financial control.

Since knowledge-based work contains many intangible aspects, not directly expressed attributes and values, the general attitude of management and the atmosphere of trust acquire a special role in the development of innovation in the organization.

Much attention is paid to trust in modern management research. It is defined as the belief that those on whom we depend will live up to our expectations, and is viewed as a certain resource, as a form of cooperation capital, the use of which can lead to great benefits. Trust, on the one hand, is gaining increasing importance in adapting an organization to today's rapidly changing external environment, since organizations based on a climate of trust are more responsive to external changes. On the other hand, trust is necessary from the point of view of conditions when the authoritarian attitude towards the individual worker is a thing of the past and he is entrusted with the greatest independence, as never before.

Thus, the creation of a favorable innovation climate, as a rule, presupposes, on the one hand, an atmosphere of trust, identification and overcoming of factors blocking creative efforts, and joint search work of personnel. On the other hand, the empowerment of innovators in the workplace and in the group, the use of organizational and psychological tools to help generate new ideas.



Undoubtedly, a favorable innovation climate in an organization is the most important factor contributing to the generation of innovative ideas. But ideas don't come as often as we would like. Then we have no chance other than to search for them systematically.

3. Formation of a system for efficient generation of innovative ideas and a mechanism for the accumulation of creative ideas and proposals. Peter Drucker identifies seven areas of analysis that serve as sources of innovative ideas:

- an unexpected event for the company (its success or failure) or an unexpected event in the external environment;
- the discrepancy between reality as it really is and our ideas about it;
- innovations that are planned in advance;
- sudden changes in the structure of an industry or market;
- demographic changes;
- changes in the value orientations of people, their moods and social attitudes;
- new knowledge obtained both scientifically and practically.

Drucker attributes the first four areas of change to internal, the next three - to external. At the same time, he notes that there are no clear boundaries between them and they can intersect. However, each of the areas requires a separate analysis.

The next important source of innovation is changes in value attitudes and perceptions. The time factor is of particular importance when using this source. It is necessary to be the first, but precisely because of the high degree of uncertainty of this source, the innovation should be small and very specific.

Highlighting new knowledge as another source of innovative ideas, i.e. discoveries, inventions, etc., P. Drucker calls them a "superstar" of entrepreneurship. Knowledge-based innovations differ from other innovations in their main characteristics: time coverage, failure rate, predictability and level of management requirements. Here are their main differences. First, the time gap between the emergence of a new invention or discovery and its development to the level of applied technology and market penetration is very large. Moreover, this applies not only to the field of science and technology, since innovations based on social knowledge also make their way for a long time. The second distinguishing feature of such innovations is the combination of several types of new ideas, some of which may not be the result of scientific research. Finally, innovations based on new knowledge carry a higher share of risk than others, and



there is no way to eliminate the element of risk or even reduce it. Nevertheless, the integration of new knowledge into a system of constantly monitored sources of innovative ideas and the systematic application of innovative labor management can make the innovation process more successful.

The practice of innovation knows logical and heuristic methods for generating innovative ideas. In a logical search, a person uses his consciousness. He refers to his experience, knowledge, skills. The process of generating a new idea in this case is similar to solving a mathematical problem: the result is obtained from a very specific chain of calculations. This is a well-proven and reliable method. Logical methods include trial and error; test questions method; morphological analysis; focal object method; a sevenfold search strategy; the theory of inventive problem solving (TRIZ) and a number of others. However, now more and more actively began to use heuristic methods of generating innovative ideas, where intuition and subconsciousness of a person are used to a greater extent. The best-known methods here are the brainstorming method; synectics; method of directed thinking, a method of using a library of heuristic techniques.

In order to equip personnel with the skills of innovative thinking, modern organizations are developing special training programs, specialists are invited to conduct trainings, for example, such large corporations as IBM, DuPont, Shell, Ericsson, Ford and many others turned to the methodology for developing creative thinking developed by Edward de Bono.

Thus, ideas are the basis of the vitality of a modern organization, and the thunder of proposals allows the implementation of these ideas. Many leading companies today have flexible multi-channel mechanisms for accumulating creative ideas and proposals, where:

- innovation activity is constantly monitored and supported by senior management;
- there is a speed and transparency of consideration of applications;
- procedures are clearly and clearly defined;
- the submission of both individual and group proposals is encouraged;
- motives are constantly cited in favor of proposing proposals (especially in Japan).

This program gives the employee, engaged in a particular job, the opportunity to develop and present their ideas and ideas for its improvement. This allows the organization to select and implement innovative ideas, as well as to use resources



more efficiently, improve labor productivity and product quality. For the employee, the proposal program, in addition to additional income, provides an opportunity for creative self-expression, allows you to achieve recognition and feel involved in the affairs of the company.

No area offers more opportunities for successful innovation than unexpected success. Unexpected success doesn't just show that innovation is possible, demands it instead. This requirement stems from the fact that such success shows the limited views of the leadership, indicates the need to bring them in line with economic reality. Just as much attention should be paid to other unexpected events in the external environment, such as unexpected success or failure of competitors. A classic example of such an unexpected event but taking advantage of the chance to succeed is the advent of personal computers and the response from IBM. It seemed to everyone that the future belonged to large computers for collective use, the very idea of personal computers was considered absurd. However, such views did not prevent the company, recovering from the shock after the advent of personal computers, to create its own business in this area and, moreover, become a leader in it.

The next source of innovative ideas is the mismatch between reality and our ideas about it. This discrepancy is an invitation to innovation. However, it is difficult to identify it, because it is rather qualitative than quantitative. An example is the widespread in the 1950s. opinion about the imminent decline of sea freight transport due to the increase in the cost and time of delivery. The speed of servicing ships has become an acute problem. While more and more funds were invested in the fleet, they needed to be invested in loading and unloading technology. The introduction of containers and ro-ro vessels solved the problem. Opportunity is the source of innovation - this is how the first two areas of analysis can be characterized. In the third case, innovation begins not with an event, but with a task, i.e. necessity gives birth to invention. The reality that gives a chance to innovate is that almost everyone in the organization knows there is a weak link, but no one does anything. However, as soon as an innovation is introduced, it is immediately perceived as obvious and soon becomes the norm. It should be noted that an important point in using this source is the need to obtain substantially new knowledge to meet the described need.

The last source of innovation internal to an organization or industry is a change in the structure of the market or industry. This structure may remain unchanged for many years and appear to be fairly stable, but in reality, it is a deceptive



appearance. Rapid growth of the industry and the convergence of technologies that were previously considered completely independent (an example is the emergence of intercom devices that combine the characteristics of a telephone and a computer) are characteristic signs of impending changes in the structure of the industry.

One of the most important external sources of innovative ideas is demographic changes: in the composition of the population, gender and age structure, employment, educational level and income. The importance of these changes, the need to take them into account, is generally recognized, but to this day they are rarely considered in everyday business practice. Therefore, demographic change is a productive and reliable source of innovation for those who are ready to carry out independent practical research of the demographic situation.

4. Development of in-house innovative entrepreneurship (intrapreneurship). One of the most important conditions for the success of innovations is the presence of an innovator-enthusiast, captured by a new idea and ready to make every effort to bring it to life. In recent decades, many large organizations engaged in innovative activities have been forced to look for ways and opportunities to stimulate a new generation of inventors and innovators - highly effective in-house entrepreneurs who are created the conditions for generating innovative ideas, allocated resources for their implementation and provided all kinds of support to bring the idea to innovative. product (service).

This "internal entrepreneurship" within the framework of large corporations is called intrapreneurship. Intrapreneur is an innovator who initiates and conducts his innovative entrepreneurial activity within the framework of an existing organization.

5. Development of innovative communications. An organization can only take advantage of innovative personnel management when information circulates freely both within it and between the organization and the external environment. Therefore, special attention is paid to the development of innovative communications today.

6. Continuous organizational training of personnel. The innovative strategies of post-industrial organizations required a revision of the existing approaches to the forms and methods of personnel training. The traditional system of professional development, built according to the scheme "standard program - selection of students - training course" is being replaced by the concept of organizational learning, which is necessary to constantly change, grow in a competitive economic



environment and conditions of accelerating technological innovation. Organizations that do not learn (and, accordingly, do not change) in the face of rapid changes in the external environment are considered doomed.

The main resources involved in the innovation process are human resources, and success depends on the professionalism of the personnel, their creative activity, motivation, i.e. all attributes that require differentiated organizational forms for innovation.

In terms of organizing the creative process, the team type of personnel activity has two fundamental advantages. On the one hand, it liberates the initiative of creative workers, stimulates them to innovate and allows them to transfer the making of responsible decisions to a lower level of the hierarchy. On the other hand, a small mobile group opens up the best opportunities for interpersonal interaction of creative individuals, a sense of collective action naturally arises in it, individual aspirations are balanced, motivational guidelines are formed, shared by all participants.

In the conditions of the formation of a knowledge-based economy, knowledge becomes the most important resource. This fact determines the particular importance that effective human resource management in intelligent organizations acquires. The proportion of people who become knowledge workers is steadily increasing, i.e. intellectual workers, the intellectual content of labor is growing. Trends are outlined for the ever-greater intellectualization of production, the growth of the electronics industry, the development of software, information technology, telecommunications. Today it has been proven that the economy of the 21st century will rely on the development of information technologies, which are only a tool that increases the possibilities of using human intellectual abilities. When we talk about intellectual capital as the wealth of nations and a symbol of national competitiveness, we are talking about the essence of the strength and weakness of different countries. By managing intellectual capital at the state level, it is possible to effectively develop social innovation and science.

## Conclusion

The innovative way of development of Uzbekistan will be impossible without the dissemination of an innovative culture in society, which can affect the readiness of the population to introduce innovations. It should be noted the multifaceted potential of an innovative culture, which in management shows a clear anti-





bureaucratic orientation, which is extremely important for Russia: in the economy - the acceleration and effective use of scientific and technical inventions; in education - new opportunities for the disclosure of the innovative potential of the individual and his creative development; in culture - optimization of the relationship between tradition and renewal.

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