HRM-Ecosystem of the Organization in the Context of Global Challenges

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Abstract—The article substantiates the need to design a new model of a personnel management system – electronic human resource management, which is an ecosystem that provides full online support in managing all processes, actions, data and information necessary for human resource management in a modern company, defines its essence and content, shows the purpose, objectives, levels of electronic human resource management. The functions and results are shown, methods and opportunities for the introduction of electronic human resource management are proposed. It is shown that the introduction of electronic human resource management increases the efficiency of personnel management processes by concentrating personnel information in a centralized data bank, speeding up information processing, reducing errors and the amount of duplicated work, reducing less productive activities in the field of human resources and its reorientation to strategic objectives.

Keywords—Global challenges, HRM ecosystem; HRM technologies, electronic human resource management (E-HRM), digitalization, web technologies, information system.

I. INTRODUCTION

The challenges of the XXI century: the globalization of the economy, the fourth industrial revolution, the digitalization of the economy and society, the complex epidemiological situation caused by the COVID-19 pandemic, the growing demographic imbalance, changing values, social ties, pose the task of modern organizations to radically restructure the ways of doing business, transformation of business strategies and business models in order to focus on key competence while simultaneously bringing everything that does not concern this key competence into the so-called ecosystems - clouds, networks, platforms. An organization in the face of global challenges should be mobile, dynamically developing, capable of quickly developing and bringing new products to the market, with a flexible structure.

HR management in these conditions acquires a unique role: HR becomes a strategic business partner [6], which should help the organization's management to adapt to new management methods and technologies, the organization's employees to use new models and working conditions, the organization as a whole to adequately respond to global challenges and adapt to changes [6].

This transformation of the role of the HR service causes a change in the priorities of personnel management in the direction of: from administrative functions to the implementation of the strategic purpose of personnel management - achieving organizational excellence and social well-being in the organization.

The formation and development of the personnel management ecosystem, erasing physical, geographical, communication, hierarchical, etc. barriers, creates real conditions and opportunities for the implementation of these transformations in the HR sphere [11].

II. METHODOLOGY

Due to the constant changes in the external environment, any organization must improve the ways of adaptation to its conditions, one of the main tools of which is the ecosystem approach to the business environment, proposed in 1993 by business strategist J. Moore. According to this approach, business ecosystems are considered as "dynamic and jointly developing communities consisting of diverse entities that create and receive new content in the process of both interaction and competition" [10].

PwC's study of the activities of the most successful organizations in the conditions of the Fourth Industrial Revolution (4IR) (the so-called "digital champions") indicates that their success is largely determined by four critical ecosystem levels of business: ecosystem of solutions for clients, operational, technological and personnel subsystems [2]. As noted in the PwC report, "The personnel ecosystem makes possible the existence and supports the work of three other ecosystems" [2]. At the same time, many researchers note that changing the patterns of functioning of the personnel subsystem under the influence of the challenges of the XXI century often becomes a barrier to the development of both organizations and the economy as a whole. These trends, on the one hand, significantly increase the importance of personnel management in organizations, and on the other hand, pose new challenges to the HR service caused by the need to solve problems caused by global challenges caused by a wide range of factors, such as the globalization of the economy, the fourth industrial revolution, the digitalization of the economy and society, a complex epidemiological