

OMARBEKOVA N., KIRDASINOVA K.

L.Gumilev ENU, Nur-sultan

A.OROZONOVA

J.Balasagyn KNU

ОМОРБЕКОВА Н., КИРДАСИНОВА К.

Л.Гумилев атындагы ЕУУ

ОРОЗОНОВА А.

Ж.Баласагын атындагы КУУ

ОМОРБЕКОВА Н., КИРДАСИНОВА К.

ЕНУ им. Л.Гумилева

ОРОЗОНОВА А.

КНУ им. Ж.Баласагына

IDENTIFICATION OF PROBLEMS AND SOLUTIONS IN THE MANAGEMENT SYSTEM OF INNOVATIONS IN THE SERVICE SECTOR

Инновацияларды башкаруу системасынын кызмат көрсөтүү чөйрөсүндөгү көйгөйлөрдү жана чечимдерди аныктоо

Выявление проблем и решений в системе управления инновациями в сфере услуг

Abstract. *The main purpose of this article is to identify the main shortcomings in the management of the service sector and consider ways to address them. The main situations in the management of personnel in the field of services were studied: personnel management strategies, stages of improving the management system and management approaches. Features of personnel management in the field of services were analyzed. It has been proven that the most important way to improve HR management is motivation. The scheme of marketing communications of the service organization in the digital environment has been clarified. Results. Modern trends in business transformation using digital technologies lead to an increase in demand for professionals who can work in a remote (digital) format. Forms of work are being replaced by non-standard forms: flexible work schedules, remote meetings, project work.*

Аннотация. Бул макаланын негизги максаты - тейлөө чөйрөсүн башкаруунун негизги кемчиликтерин аныктоо жана аларды жоюу жолдорун карап чыгуу. Кызмат көрсөтүү чөйрөсүндөгү персоналды башкаруунун негизги кырдаалдары изилденди: персоналды башкаруу стратегиясы, башкаруу тутумун өркүндөтүү баскычтары жана башкаруу ыкмалары. Кызмат көрсөтүү чөйрөсүндө персоналды башкаруунун өзгөчөлүктөрү талданды. Кадрларды башкарууну өркүндөтүүнүн эң маанилүү жолу мотивация экендиги далилденген. Санарип чөйрөсүндө тейлөөчү уюмдун маркетингдик коммуникация схемасы такталды. Кабыл алынган жыйынтыктар. Санарип технологияларын колдонуп бизнести трансформациялоонун заманбап тенденциялары алыскы (санарип) форматта иштей алган адистерге суроо-талаптын өсүшүнө алып келет. Жумуш формалары стандарттуу эмес формалар менен алмаштырылууда: ийкемдүү иштөө графиктери, аралыктан жолугушуулар, долбоордук иштер.

Аннотация. Основная цель данной статьи - выявить основные недостатки в управлении сферой услуг и рассмотреть пути их устранения. Были изучены основные ситуации в управлении персоналом в сфере услуг: стратегии управления персоналом, этапы совершенствования системы управления и подходы к управлению. Проанализированы особенности управления персоналом в сфере услуг. Доказано, что самый важный способ улучшить управление персоналом - это мотивация. Уточнена схема маркетинговых коммуникаций сервисной организации в цифровой среде. Полученные результаты. Современные тенденции трансформации бизнеса с использованием цифровых технологий приводят к увеличению спроса на профессионалов, умеющих работать в удаленном (цифровом) формате. На смену формам работы приходят нестандартные: гибкий график работы, удаленные встречи, проектная работа.

Keywords: *personnel management, digital technology, innovation, service sector, professional development.*

Урунттуу сөздөр: персоналды башкаруу, санариптик технология, инновация, тейлөө тармагы, кесиптик деңгээлин жогорулатуу.

Ключевые слова: управление персоналом, цифровые технологии, инновации, сфера услуг, повышение квалификации.

Currently, due to the growing uncertainty in the market, the HR system is moving to the use of new methods and principles for high-quality management of enterprises and organizations. These include elements of professional orientation, high-quality training, training and retraining of personnel. Training of specialists contributes to the effective functioning of the enterprise and improving the skills and abilities of the team. Improving the Personnel Management System consists of several stages:

- evaluation of the Personnel Management System;
- development of a Personnel Management Complex;
- implementation of the goals set in the field of Personnel Management. The need to improve the Personnel Management System:
- The need for highly qualified specialists;
- Different levels of education of employees working in the same position;
- The need to keep track of employee expenses;
- Increasing competition;
- Introduction of innovations in HR technology.

Each reason in the list is aimed at achieving a specific goal of the enterprise.

An important condition for Personnel Management remains the protection of the interests of employees, since this guarantee is effective Personnel Management, the performance of their duties by employees, and then the effective functioning of the Company[1].

Entrepreneurship Strategy
The entrepreneurial strategy is very effective at the stage of formation. The preferences of employees are put first. It is necessary to attract creative, talented, educated young professionals to work.
Rapid growth strategy
This strategy is ideal during the growth phase of the enterprise. It is less risky and brings better results than an entrepreneurial strategy. This strategy focuses on improving employees ' knowledge and striving to achieve their goals.
Income strategy
This strategy is used during the maturation of the enterprise. The main goal of the strategy is to develop a training system for employees and monitor its effectiveness. The income strategy aims to generate more profit.
Cycle strategy
When the efficiency of the enterprise decreases, it is necessary to apply a cycle strategy. The main goal of this strategy is to take measures to maintain the sustainable functioning of the enterprise: reduce costs; avoid hiring from outside; reduce staff; and praise employees in an intangible way.

Table. Personnel Management Strategy.

The most important unit in Personnel Management is the internal environment. It arises from the need for personnel, so it is necessary to evaluate the flexibility of the structure and its adaptability to changes occurring in the external environment, or it is mandatory to determine whether it will be more effective in statics. The second block-the choice of employees for a particular position depends on the level of technology and complexity of the internal process of the enterprise. It is necessary to improve the skills of employees in the future. After all, any manager wants the professional level of his employees to grow along with the enterprise. New principles encourage employees to strive to achieve the goals of the enterprise at their own discretion. The next block is financial. Managers should have a full compensation arsenal, which will allow them to develop a manageable and convenient remuneration management system. Another block is employee development. The development program contributes to the professional growth of employees. Because these programs increase knowledge, they increase employee satisfaction and loyalty. In order to make personnel management more effective, the following recommendations are proposed: focus on the intangible and externally invisible aspects of the organization; not to quickly change the corporate culture.

Human Resource Management consists of several stages. Personnel Management is the management of legal relations and compliance with the labor legislation of the employee and the enterprise.

Personnel Management – management of the production relationship between the subject and the object in the course of performing their task.

Human Resource Management – management of the economic relationship between the object and the subject that occurs when achieving the goals set and economic efficiency.

Human Capital Management is reduced to Personnel Management, which in turn makes the issue of increasing economic efficiency relevant due to the fact that employees solve their tasks in accordance with their size [2].

The effectiveness of the company's management system characterizes its innovative development, since human resources act as capital. In the Personnel Management System, three innovative trends can be noted [3]. Innovative educational management is an innovation in the process of training specialists.

Innovative HR marketing-the formation of reliable resources at the enterprise.

Innovative and technological management-the use of new technologies and methods in working with personnel.

Next, we will highlight four main HR technologies: personnel planning, which provides for the selection and formation of personnel; motivation of employees; interviews and adaptation; rotation. At the present stage, the role of innovation in the training of employees is very high.

Visibility	There are two types: project and non-project. The project form exists as a presentation, film, or computer animation. Not project-you can use drawings, maps, and interactive whiteboards.
Model Method	It is given as a situation that corresponds to reality, which occurs in a person's life. This method allows you to study all the principles and stages, features of the business process.
Case study method	This method allows you to study what is really happening and its results and express your opinion on this issue.
Role-playing game	In order to fully absorb the acquired knowledge, it allows employees to play different roles.
Workshop	Iterative educational event designed to increase the activity of participants. It is based on self-preparation and working with a group.
Training	Practical component consisting of theoretical and complex exercises.

Table. Innovative methods in employee training

The next stage is the main methods of Personnel Management.

1. Comparison method - comparison of the existing personnel management system with the management system of another similar, profitable enterprise. Comparison gives an effective result if there is a homogeneous management system.

2. The principle of substitution is an individual study of the impact of each factor of the existing system on employee management. It will help you choose the most effective and necessary factorial.

3. The decomposition method is the division of complex phenomena into simple ones. The simpler the elements, the greater the depth of the phenomenon under study. Dynamic principle-ensures that certain data is placed in a dynamic series. This principle studies the quantitative indicators that characterize the management system.

4. Systematization of goals-takes responsibility for the compliance of the existing personnel management system with the goals of the enterprise and the quantitative and qualitative justification of the strategy.

5. Expert analysis-the main purpose of this method is to attract highly qualified specialists in the management process. Expert analysis is an assessment of existing shortcomings and improvement of the Personnel Management System.

Today, there is no unified approach to the Personnel Management System. A comprehensive, systematic approach to the development of the methodology and set of effective HR methods [3]. We can highlight three approaches to the provision of services:

1. Guidance method - a method of management focused on practical actions; replenishment of qualified personnel based on the future.

2. Functional approach - each employee and department performs the task assigned to them. Only then will employees understand their role in the enterprise.
3. Targeted approach-matching the goals of each Infrastructure unit with the goals of the enterprise. This method is often based on providing motivation to employees.

The targeted approach is to effectively use the existing knowledge of employees, to achieve the goals of enterprises in the service sector, to help employees meet the needs of the enterprise and self-realization. Internal marketing of an organization is the systematization of employees' contribution to meeting customer demand. Corporate culture plays an important role in internal marketing. Corporate culture in the service sector is the influence on the behavior of service personnel in relation to the regulatory act, goals and values of the organization. The main goal of internal marketing is to meet the demand of consumers of the services of an enterprise operating in the service sector. Therefore, scientifically based approaches to personnel allow for an objective and comprehensive study of management. Personnel Management in the service sector is carried out in three areas. First, regular updating of business processes.

Since human resources working in the service sector interact directly with the consumer, they must implement the marketing and operational goals of the enterprise. First, it is necessary to help produce the product, and secondly, to sell it. In this regard, an employee working in the service sector performs several functions: a specialist, a seller, and a part of the product. Enterprises operating in this area should not only consider the issue of finance, but also deal with the issues of the HR department. Employees need to find a way not only to sell products, but also to each customer. In addition to managing employees who provide services, there is another problem. This is a digital transformation in the economy. Recently, in internal marketing, there is a need to analyze complex technological processes in management. Service companies introduce new technologies in order to improve them. It is mainly used in non-productive industries and is intended for the consumer

1. Digital data - in all data formats.
 2. Digital Infrastructure-introduction of digital technologies.
 3. Digital models-creating communication channels between users of digital technologies.
 4. Digital Economy-Transformation, i.e. transformation of the concept and business format.
- The impact of digital technology on the internal processes of the enterprise leads to a change in the system of selection and recruitment of employees. In the process of hiring employees, in addition to the traditional training model, there is a lot of room for employees who have new knowledge, skills and the desire to use modern technologies. The need for employees with experience in various fields is increasing. After all, it is unique to professionals. At the same time, they quickly adapt to any conditions.

Digital technologies introduced to innovate the business process often determine what kind of construction an enterprise is working on. Service organizations make more profit because it reduces marketing costs. There is a need for participants to coordinate telecommunications networks using information technologies. Digitalization leads to an increase in the product range and sales. Since the requirements for the qualification of employees are high, their salaries will be correspondingly higher. During digitalization, there will be great competition not only among enterprises, but also among employees. They must think about the future, quickly perceive incoming information, interact with colleagues, and have initial technical experience.

Conclusion. The covid-19 pandemic coronavirus has taught enterprise employees to adapt quickly to maintain working order. Remote work has made a huge difference. The process of digitalization and remote work has several disadvantages:

1. Stealing innovative ideas. This is an enemy that comes from outside for the purpose of stealing data and programs.
2. The need for highly qualified specialists. The modern market cannot offer qualified specialists who can use new programs and technologies.
3. Social isolation. After spending a lot of time at home, there is a feeling of insufficiency of social relations.
4. Low Performance. Productivity decreases due to low anxiety and motivation.

Thus, the transformation of business through digital technologies is increasing the demand for specialists who can work remotely in digital format. Organizations are switching to a non-standard format of work: flexible work schedules, remote meetings, project work.

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***Рецензент:** Доломбакова А.К. – кандидат экономических наук, доцент Института экономики им. академика Дж.Альишбаева НАН КР*