

The role of "digitalization" in the development of leadership competencies of human capital in the Russian context

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Abstract. The article is devoted to the problem of innovative development of human capital with the aim of forming and rational use of managerial and leadership competencies; is the acquisition of the necessary theoretical and practical knowledge and skills for effective management of economic activities of various types and purposes.

Keywords: digitalization, innovative development, human capital, leadership competencies

The strategy of "digitalization" of the national economy is a long-term national project designed to implement qualitative changes in the field of information and analytical activities of economic entities, aimed at developing the market for intelligent information services in order to meet the information needs of consumers in the main sectors of the economy: state, business and household. The production factors of information services are intelligent information systems (materialized capital) and skilled labor (human capital). At its core, "digitalization" is a global project affecting all spheres of human activity, where the leading, fundamental area is, in our opinion, the economy.

The fundamental management decision for the economy is the choice of a national economic model. Almost all countries of the world have now preferred a market model of economic management, subject to active state regulation of the economy to exclude the so-called "market failures", that is, its inability in certain market situations to positively develop on the basis of the market self-regulation mechanism. This model allows for freedom of entrepreneurial activity within socially acceptable boundaries. Such a restriction of business freedom objectively reduces the economic opportunities of entrepreneurs, limits the growth of their income, but allows them to harmonize entrepreneurial activity with the interests of society. Thus, management activity in the field of economics is its integral part, requires from each market entity, individual and collective, the formation and development of economic and management competencies, especially in the field of skilled labor.

The development of human capital with the aim of forming and rational use of managerial competencies consists in acquiring the necessary theoretical and practical knowledge and skills for effective management of economic activities of various types and purposes. The introduction of "digitalization" in the educational process makes it possible to multiply the information base of training sessions, allows you to move on to the creation and widespread practical application of intelligent information and training systems for replacing experience in the field of

professional management activities. The formation of an active pseudo-market environment is based on intelligent imitators of market entities that implement feedback, the response of the market environment to the adopted management decisions. Application of the system of quality criteria for functional management decisions allows to integrally assess the degree of mastering by the "player" of economic and management competencies.

The use of "digitalization" in the real economy opens up the opportunity for managers of all levels of economic and organizational management to easily operate with large amounts of data when optimizing management decisions, focus on the quality of management decisions of a complex structure, relying on the artificial intelligence of management information systems. There is a possibility of restructuring the management of economic processes on "new rails", which has become mandatory, due to the need to generalize the multitude of data streams in the "digital economy". To automate and accelerate the processes of making managerial decisions, taking into account the multitasking functions in the activities of a leader, search information systems are just needed.

Modern large databases provide an opportunity not only to analyze statistics, but also to qualitatively predict economic processes at the macro level, the level of individual regions, industries and enterprises. Modern digital devices have penetrated all spheres of life, without them it is already impossible to imagine the exchange of information, communication between the seller and the consumer, which occurs at a greater speed when using gadgets and devices, smartphones, online stores. Thus, the streams of data transmitted by these devices make it possible to create digital models of technological processes, consumer preferences and, accordingly, optimize business processes.

Today in Russian society the stabilization, "achievement" and "projective" type of motivation prevails [1]. The desire to motivate for well-being reduces motivation of the "higher order", that is, alienation is formed, which blocks the optimal, that is, resource-saving solutions and the innovative and symbolic potential of the organization is not realized. The adoption of "situational decisions" [2] aimed at "consolidating" the performing roles of the organization's functioning is dominant, due to the lack of higher motivation to overcome the difficulties of a technological, organizational and communicative order [2].

The concept of human capital and understanding of its role in the economic development of the country is controversial. In the theory of economic growth, human capital is defined as skilled labor, the ability to which is acquired through education, in the process of which professional knowledge and skills are accumulated. In the economic theory of labor, they are added: acquired physical and intellectual abilities, personal and social qualities. Human capital as a fundamental factor in the labor potential of a manager is the acquired, accumulated ability of a person, it goes through the stages: formation, accumulation, development and use in the process of managerial activity, requires significant investments for its growth. The results of the innovative development of human capital in management are new organizational skills that ensure the growth of the size, productivity and quality of management and, as a result, a significant increase in the production of new products and technologies to meet the expanded needs of the population and the production sector of the economy, lead to an increase in the incomes of entrepreneurs, the state and households [3].

In order to solve the existing economic problems of the country, in our opinion, it is necessary to create conditions for stimulating the corresponding investment needs in the development of a key factor of the economy - human capital, as well as activating rational state regulation of

promising trends in the development of the market environment. At present, the external environment has a dominant influence on the optimization of the development of human capital as a leading factor in the economy and management; it has a reactive, competitive nature, and is the main source of prospective uncertainty in the development of the economy. Without long-term forecasting of the dynamics of development of the external environment, its trends and phases, the issue of effective development of human capital cannot be strategically justified [3].

The national economy is a so-called reflexive system, the main property of which is the economic activity of its elements. This activity lies in their purposefulness, focus on solving the basic tasks of the economy: survival and development for the current and long term. The problem of survival becomes relevant in a crisis phase, and the problem of development - when the economy seeks to move into the phase of economic growth. In both cases, attempts are made to positively change by optimizing the process of decentralized management of economic development. Decentralization of management is due to the combination of the market mechanism of management with the desire of the state to implement the strategic goals of the economy aimed at achieving sustainable competitiveness. The state program "Digital Economy of the Russian Federation" is designed until 2024. [4] It is based on the development of information infrastructure and the formation of a new technological basis for the social and economic sphere. One of the conditions for its implementation is the training of personnel who will be able to manage the transparent space of communication networks, the data processing center, security and storage of data, importing data and other Specialists who currently own the tools of end-to-end technologies or technologies based on a distributed ledger are not enough [3].

In this situation, it is impossible to do without working with human resources for its formation, cultivation and increase in the capacity of the asset. We use robotics and virtual reality technologies, neurotechnology and sensing, but it is worthwhile to think now what the company will do in 5-10 years in conditions of the need for application big data, blockchain, quantum computing, artificial intelligence. The more human intellectual capital a company has, the more reliable and competitive it is. In our country, there are funds, within the framework of large corporations and at the state level, tools for investing in talented youth are successfully working, even at the stage of study at universities. This is a long investment, but undoubtedly correct and important, with a horizon of 5-7 years for the country's economy and business economy. Human capital has no depreciation losses, it accumulates every year and increases with experience on a progressive scale. The capitalization of a company is, among other things, the capitalization of human capital. Human resources as a whole and each individual individually contribute to making a profit, form the company's image. Personality is ultimately the determining and main factor in the success of any company. To solve the problems of forming human capital, it is necessary to invest in personal development, building new guidelines for state policy in the field of human capital development.

In May 2019, a new state program prepared by the Ministry of Telecom and Mass Communications of the Russian Federation was sent for departmental approval. Within the framework of the Digital Economy of the Russian Federation program, it was planned to train 60 thousand IT professionals in universities by 2020, and 100 thousand people by 2025 [4] In addition, it is planned to prepare a regulatory framework for distance education in Russia. Even earlier - in 2015 - the government fixed in the list of specialties in priority areas of modernization: ICT, nanotechnology, energy, transport and space systems, information security.

Human capital as a key factor in economic growth in a modern economy. [5] The potential and vectors of economic development of the regions of the Russian Federation must be identified

and implemented within the framework of the general basic trends of "digitalization" emerging in the modern world. One of the conditions for increasing the competitiveness of the domestic economy is the development of human capital. Its importance in the context of globalization of the world economy and the current level of development of civilization, as a factor of socio-economic development at the national, regional and transnational levels, is steadily increasing. It should be borne in mind that the insufficiently high level of human capital [5] is today the main obstacle to the country's economic renewal.

The transition of the Russian economy to the phase of economic growth is objectively predetermined, but not effective enough. There are many explanations for this, such as "economic sanctions", "coronavirus pandemic", "intense international competition", "inertia of the beneficial effect of investments", "ineffective partnership", "strategic uncertainty", "low economic activity of the population" "insufficient state stimulation", "market failures", etc. The expectation of economic growth stretched out for an indefinite period. We offer one more explanation: "insufficient attention to the development of human capital as a key factor of economic growth". Let's consider several arguments in favor of such a hypothesis:

Knowledge and skills are central to achieving economic success, both for individuals and for countries and peoples. Learning requirements have changed due to new social and economic conditions, information and computer technologies, globalization of economic activity and the trend towards greater individual responsibility and autonomy. The key role of knowledge and competencies in ensuring economic growth is widely recognized among economists and politicians. To ensure the advanced development of human capital in accordance with modern realities, it is necessary to abandon passive policies. An active development strategy is needed, based on the model of a social market economy. The intellectualization of production at the present stage has led to a new stage in the development of society, more favorable conditions have been created for the realization of the creative potential of a person in political, economic, social and cultural life.

At present, the competitive advantages of the economy and the possibilities of its modernization are largely determined by the accumulated and realized human capital. It is people with their education, qualifications and experience that determine the boundaries and possibilities of technological, economic and social modernization of society.

Therefore, in Russia it is necessary to pay more attention to human capital as a factor in innovative development. The transition to innovative development means that it is necessary not only to create new technologies, to introduce them into production, but also to promote products on the market, and have an adequate communication infrastructure. The development of a society is called innovative only when intellectual capital becomes its basis, which determines the competitiveness of the economic system.

The concept of human capital and understanding of its role in the economic development of the country is controversial. In the theory of economic growth, human capital is defined as skilled labor, the ability to which is acquired through education, that is, the process of accumulating professional knowledge and skills [6] In the economic theory of labor [7], they are added to: acquired physical and intellectual abilities, personal and social qualities. Human capital as a fundamental factor of labor potential is the acquired, accumulated ability of a person, it goes through the stages: formation, accumulation, development and use in the process of labor activity, requires significant investments from the household, the business sector and the state for its multiplication. The results of the innovative development of human capital are new labor

abilities that ensure the growth of the size, productivity and quality of labor and, as a result, the production of new products and technologies to meet the expanded needs of the population and the manufacturing sector of the economy, lead to an increase in the incomes of entrepreneurs, the state and households.

By the "digital economy" we mean a modern type of business, characterized by the predominant role of data and methods of managing them, as a determining resource in the field of production, distribution, exchange and consumption. In the structure of the digital economy, three main interrelated components can be distinguished that determine the level of development of society: the spheres of activity in which the interaction of suppliers and consumers is carried out; innovative technological platforms that create conditions for the dynamic development of various fields of activity; institutional and infrastructural environment, providing conditions for the development of technological platforms, as well as effective interaction between the subjects of market relations.

The main elements of the digital economy are considered e-commerce, Internet banking, electronic payments, online advertising and electronic access to government services. The degree of accessibility and active use of these areas is determined by the DEI state digitalization index, the Digital Evolution Index. But the digital economy needs more than just developers and ideologues, it also needs ordinary users. Last year, for the first time, Russia entered the top ten leading countries in the digital economy due to the high involvement of people. E-commerce has grown by more than a quarter. To expand the circle of users of electronic services, appropriate access to them is needed, therefore, infrastructure will become the second direction of digitalization in the country. To implement these processes in 2017 in order to implement the Strategy for the Development of the Information Society in the Russian Federation for 2017 - 2030, approved by the Decree of the President of the Russian Federation dated May 9, 2017 N 203 "On the Strategy for the Development of the Information Society in the Russian Federation for 2017 - 2030" by order The Government of the Russian Federation N 1632-rot On July 28, 2017, the State Program "Digital Economy of the Russian Federation" was approved.[8]

The Strategy for the Development of the Information Society formulates the definition of the digital economy, which is considered as an economic activity, the key production factor in which is data in digital form, contributing to the formation of an information space, taking into account the needs of citizens and society in obtaining high-quality and reliable information, developing the information infrastructure of the Russian Federation, the creation and application of Russian information and telecommunication technologies, as well as the formation of a new technological basis for the social and economic sphere.

The main goal of the Program "Digital Economy of the Russian Federation" [4] is to create a special economic environment of an institutional and infrastructural nature, expressed in digital form, providing the maximum possible interaction between various economic agents to reduce restrictions on the creation and development of high-tech industries competitive on the world market in various branches of the economy. The first and most important element of digitalization will be people. Smart people make a smart country. This is not only about the leaders of change, but also about those who are able to translate ideas into scientific projects, innovative products, management decisions.

As you know, one of the key, strategic resources of an enterprise is a person, his intellect, practical knowledge and skills, social experience. The inner world of people, needs, interests, attitudes, experiences, etc. everything that we call the human factor can have a strong impact on

the results of an enterprise. Novospherization and socialization of the economy gives particular importance to the social component in its sustainable development. Social processes at the enterprise should be subordinated to the goals of social responsibility and the formation of a positive influence of the human factor on the sustainable development of the enterprise through the appropriate organizational and economic mechanisms. These mechanisms include: the formation of the organizational structure and culture of the organization, motivation of personnel to work effectively in connection with the final results of the enterprise, ensuring a high quality of working life.

Innovative human capital management in Russia - as a special type of management activity

At present, the competitive advantages of the Russian economy and the possibilities of its modernization are largely determined by the accumulated and realized human capital. It is people with their education, qualifications and experience that determine the boundaries and possibilities of technological, economic and social modernization of society. The potential and vectors of economic development of the regions of the Russian Federation must be identified and implemented within the framework of the general basic trends of "digitalization" emerging in the modern world. Therefore, in Russia it is necessary to pay more attention to human capital as a factor of innovative development. The transition to innovative development means that it is necessary not only to create new technologies, to introduce them into production, but also to promote products on the market, and have an adequate communication infrastructure. The development of a society is called innovative only when its basis becomes intellectual capital, which determines the competitiveness of the economic system.

Human capital is understood as both innate and constantly accumulated as a result of financial and moral investments such factors as the level of education, health, motivation, abilities of an individual or society, with subsequent use in the production process, as well as affecting the amount of income of the owner of human capital [9] Human capital and its components - intellectual and emotional capital, more often began to be included in the "statutory fund", to be patented as an idea, system, know-how. In this case, it brings income to the company, becomes its economic component, the basis for the development of the company in the context of globalization and digitalization [1].

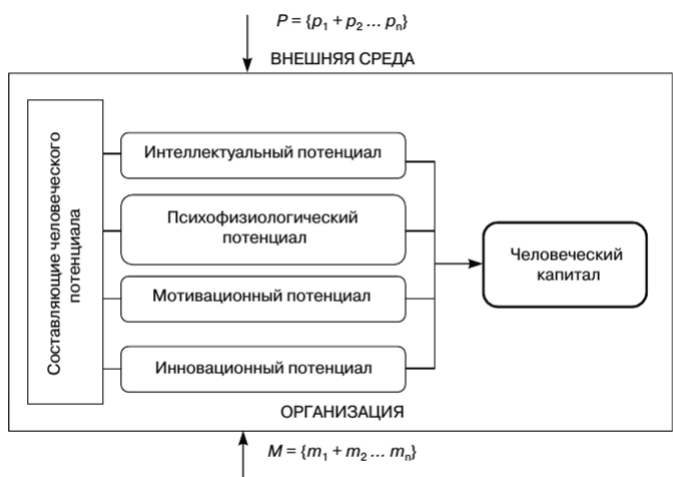


Fig 1. Human capital and its components

New management methods are needed, in the context of economic globalization, using new approaches to the strategy of enterprise development, improving the style and management procedures, and this is possible only in the conditions of the formation and implementation of

management innovations. As a result, in the context of innovative development of enterprises, the role of human capital is increasing. Innovative development is understood as a process that creates the need for change. This includes the creation and diffusion of innovation through the innovation potential of entrepreneurs-innovators, driven by internal and external factors. This, in turn, leads to the creation of innovations - through structural changes, business and knowledge reengineering and progressive management methods. [10] The key to introducing innovations in the Russian economy is human capital and high-quality public administration, provided that comfortable conditions for an innovative business are created.

Institutional modernization of Russia, new strategies for Russia's global competitiveness based on institutional changes and innovations, provides for the formation of demand from the state - to create an innovation system. The center of gravity of innovation policy lies in improving the public administration system. The basis for the creation of innovations and their successful implementation is primarily human capital.

Innovative human capital management is a special type of management activity aimed at the formation and development of a person's creative potential in an unstable internal and external environment of an organization. At the same time, it is necessary to supplement and develop this potential by identifying the special conditions of human capital management and the distinctive characteristics of its innovative management. The formation of human assets of a modern organization is a continuous investment process that covers the entire life cycle of human capital (the period of time from the inception of the need for human assets to the retirement of the formed capital for natural reasons or in connection with the achievement of the organization's goals and the replacement of retired assets with new ones) [11]. For the innovative development of enterprises, management innovations are especially relevant, which lead to the improvement of traditional principles, procedures and methods of management or established organizational forms, with the subsequent replacement of the entire management system of the company. As a result of managerial innovations, business leaders begin to work more efficiently. The way managers work can be changed by revising the procedures that govern their work. These include: strategic planning, financing, search, certification and promotion of employees, internal communication and knowledge management - those factors through which the entire management mechanism will work.

To function effectively in a complex environment, organizations require an organizational culture and leadership that can ensure sustainable development through the acquisition of adaptability, resilience and, at the same time, readiness for change, creativity, innovation. Successful leaders for innovative human capital management combine three important forces: knowledge, trust, power. The main requirements for a leader are the constant acquisition of knowledge and the creation of a climate conducive to unlocking the potential of the personnel. Signs of the culture of creative and successful people: have a well-developed abstract thinking; able to accept opposites; have high emotional stability in difficult situations; rely on facts in their activities and seek to give them an interpretation; optimistic; positively perceive unexpected, unplanned events; confident in themselves and in what they are doing, regardless of the result.

In the modern Russian economy, the improvement of the organizational and economic tools for human capital management is becoming one of the most important areas of enterprise development, and the intensive growth of competition in the economy makes the study of the phenomenon of this type of production resources and, to a greater extent, the economic mechanisms of knowledge and innovation management actual. However, the socio-economic systems of enterprises and corporations, which include many coordination mechanisms - from

informal communication to interfirm information planning systems (alliances) and complex integration structures - are still poorly understood in terms of developing rules for managing their resources, especially intangible assets. At the same time, the problem of many enterprises is to change the current management system, since the implementation of managerial innovations is more susceptible to resistance than technological innovations. This may be due to the reluctance of staff to restructure their thinking, with ineffective use of human capital, as well as due to lack of experience and professionalism. Also, managerial innovations, going from developer to user, can degenerate into pseudo-innovations, since the inertial control system adapts them for itself, depriving them of their own content. Or enterprises use certain innovations in management methods to solve problems without fully adapting them to modern Russian conditions. Thus, domestic practice is sometimes characterized by an imitation mode of introducing innovations, since not every enterprise has a subdivision engaged in the scientific development of managerial innovations. This position complicates the information exchange of managerial innovations [10].

Conclusion: Thus, directly Russian leaders need to take into account changes in the organizational structure, which should change in accordance with the stages of the organization's life cycle, the transformation of corporate culture, there should also be processes of self-organization and improvement, raising the level of qualifications. But there is also the obligation to reconstruct relations with the state, including giving business more independence and a certain weakening of control by the inspection bodies.

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