

Features of the Use of CRM Systems as a Tool for Personnel Management in an Organization

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Abstract: Following the country's economic entities along the path of digitalization is fundamental for the economic system of any state. The organization of the activities of any economic entity involves the execution of a certain number of business processes and continuous interaction with counterparties. Effective management of the main processes of manufacturing enterprises, commercial organizations and even small business entities that have a direct or indirect relationship with counterparties will provide CRM systems, which have become widespread in the process of digitalization of the economy. The article substantiates the possibility of using CRM systems in the activities of various types of organizations, not only for automating relationships with counterparties, but also as a tool for hr management, reducing hr risks and threats; demonstrates the main functionality in HR management and methods of implementing CRM tools, taking into account the designated goals. To prepare this work, the methods of systems analysis, synthesis and generalization, as well as the method of interpretation, were applied. The stages of implementation and the main components of the proposed CRM system are advisory and generalized. Within the framework of the specifics of the activity of a particular company, the package of tools can be changed and supplemented.

1 INTRODUCTION


The widespread dissemination of digital technologies in all spheres of society has raised new problems for the country's economy and opened up new opportunities. Over the past ten years, in order to maintain sales and other forms of interaction with counterparties of various economic entities, CRM systems have been actively introduced. They allow, first of all, to systematize and automate work with clients and customers, as well as to organize competent work of employees and control the implementation of important aspects of information security.


Competent management of business processes of an enterprise will increase the speed of implementation of CRM systems and ensure their painless adaptation, this effect will be achieved


through the synergy of BPM and CRM systems. (Elena Karanina, Asya Kotandzhyan, 2021)


Without highlighting the internal business processes of companies, it is impossible to organize the effective implementation of CRM systems and assess their benefits. The application of the process approach to the activities of various types of enterprises will ensure stable and uninterrupted operation of all structural units of an economic entity in conditions of instability and variability of the environment.

In addition to the well-planned implementation of the main business processes of the organization in modern realities (including in the context of a coronavirus crisis), there is an acute issue of the effectiveness of HR management, in particular, reducing risks and threats to HR security of an economic entity. The global changes that have taken place in the economy and social sphere require

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focusing on effective interaction between managers and personnel, reducing the level of HR security risks and managing staff turnover. The solution of these issues will be facilitated by the introduction of CRM systems that can ensure the digitalization of the two most important areas in HR management - motivation and control, and will increase the effectiveness of interaction between managers and staff, which in turn will reduce personnel threats and risks.

2 MATERIALS AND METHODS

Undoubtedly, one of the most important external factors of influence on staff in a modern organization is the ongoing processes associated with Industry 4.0. According to many researchers, the gradual digitalization of the economy and production will greatly affect human resources and their position in companies. (*Alžbeta Kucharčíková, 2020*). Thus, HR management is currently impossible without taking into account the specifics of Industry 4.0. And only when technologies, technological progress and innovations gradually move from external factors to internal ones, companies begin to use them to increase their overall efficiency and competitiveness, it becomes possible to move to a new innovative way of development and management of human resources.

Researchers are paying more and more attention to examining the relationship between the implementation and use of digital tools and the effectiveness of personnel management. One of the main problems is the unpreparedness of companies to implement IT systems in personnel management. For example, a study conducted in Slovakia in 2018 among 113 companies, the purpose of which was to determine the presence or absence of specialized software tools for personnel management, showed, that only 16% of surveyed organizations use internal systems developed and adapted to the needs of the company, and 23% of companies do not use any at all. Additional surveys within the framework of this study showed that information support for the concept of personnel management is still relatively low, only 20%, also some companies stated that the technologies they use do not allow tracking the metrics and indicators necessary for management. (*Alžbeta Kucharčíková, 2020*). In our opinion, the root of such problems lies in the ineffective implementation of the stages of implementation of information technologies in HR management, the wrong emphasis on internal business processes and, as a result, the wrong choice of specific software products or services.

Research by scientists from around the world confirms that modern information technologies are one of the key factors in the successful development of relationships with contractors and the implementation of management functions; the lack of necessary digital tools is a problem for many companies. (*Kamalian, D.A., & Ya'ghoubi, N., 2013*).

Studies directly aimed at analyzing the use of CRM systems in HR management prove the effectiveness of such services in resolving issues related to personnel. For example, the use of CRM systems in the activities of a commercial bank can improve the efficiency of the following personnel issues:

- identification and elimination of existing losses of working time;
- increasing labor productivity;
- control over the implementation of KPI;
- increasing the level of income;
- identifying training needs;
- implementation of a transparent motivation system “for everyone” (*Elena Bobrovskaya, Valeria Artemyeva, 2019*).

Few works presenting a CRM system as a personnel management tool point out as the main advantages:

- improving the quality of work with clients;
- differentiation of access rights;
- database analysis and management decision making. (*Svetlana Deulina, Irina Romashova, Nadezhda Sineva, 2018*).

A number of research works in the field of CRM systems implementation in order to develop the company, improve the quality of services and ensure security offer the use of such services with built-in artificial intelligence. For example, with the introduction of an intelligent facial recognition system to personalize data about a hotel customer. This approach will increase customer loyalty and enhance security measures. (*Magomelo Munyaradzi, Mavhemwa Prudence, Mukabeta Tarirayi, 2014*).

Optimal solutions for small and micro-business segments are represented by so-called cloud technologies in the CRM market. They allow you to quickly solve current problems and provide employees with the opportunity to work remotely. Since 2017, representatives of medium and large businesses, including business entities of the financial industry, have begun to use such services. Complex solutions that allow automating not only external, but also internal supporting processes: document flow, project management, information exchange between departments and employees, are increasingly in demand for medium and small business segments.

(Lyudmila Marabaeva, Elena Kuznetsova, Irina Volgina, 2018).

CRM systems have ample opportunities to improve business efficiency, including in making management decisions to resolve personnel issues. They integrate the company's marketing strategy, sales and service into a single complex, technically equipping it with the ability to use all communication channels and databases. (V. Filimonova, 2020).

Thus, it is possible to correlate the functionality of CRM systems and the management issues solved with their help in the process of organizing the activities of personnel in the form of Table 1.

Table 1: Functionality of CRM systems in HR management.

HR management factor	CRM systems capabilities
Control	Accessibility of information, unity of the control center for channels of interaction with the client, systematic analysis of the incoming information flow, setting and monitoring the performance of tasks by employees; formulation of marketing strategies and management decisions based on the information received
Motivation	Analysis and segmentation of the existing customer base; fixing and promoting transactions along the sales funnel; determination of the performance of each employee and the entire enterprise as a whole
Loyalty	"Generalized working window" of the employee, organizer functions, the ability to receive feedback in real time.

It can be concluded that the implementation of CRM systems in the organization's activities will provide the systematization of information necessary to perform both managerial and ordinary "work" functions. At the same time, for heads of enterprises, the CRM system will increase the efficiency and productivity of the work of all departments; to exercise constant control over the work of managers; improve the quality of interaction of managers with suppliers and consumers; identify additional temporary resources for solving other tasks. And, ultimately, all this allows the organization to timely ensure the required level of competitiveness in the context of the digitalization of the economy. (Vladimir Sukhov, Alexander Kiselev, Alexander Sazonov, 2019).

3 RESULTS AND DISCUSSION

The introduction of CRM systems as a HR management tool for managers is justified by the following functions:

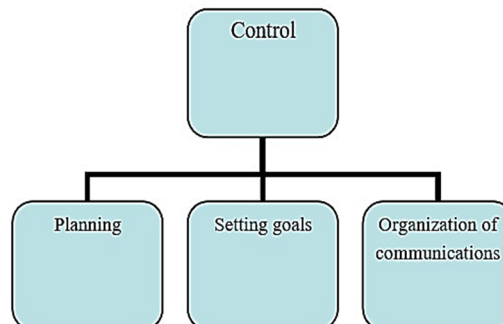


Figure 1: CRM tools for managers.

Taken together, the presence of the above capabilities allows managers to influence not only external processes associated with interaction with counterparties, but also perform management functions aimed at internal processes, primarily the organization of staff work.

In addition to the standard functions of personnel management, modern companies are increasingly faced with the need to respond to threats and risks to personnel security, they can also be mitigated with the help of a well-designed CRM system adapted to the needs of a particular company.

The most common threats to HR security and the capabilities of CRM services for their solution are presented in Table 2.

Table 2: Functionality of CRM systems in reducing threats to HR security.

Common threats to HR security	CRM systems capabilities
Dissemination of confidential information	Differentiation of access rights; logging into the system only from a work IP; two factor authentication
Failure to fulfill the set plans / tasks	Analysis of the activities produced; sales funnel; transparent kpi system
Risk of loss / transfer of customer base, data	Creation of a statistical database that does not depend on transfers / layoffs of employees
Inefficient use of working time / duplicate processes	The ability to integrate with the internal systems of the company / automation of activities using ready-made solutions.

The competent use of such services will allow enterprises to solve a number of emerging problems in HR management, therefore, before their implementation and development, it is recommended to study the organization's business processes in detail and identify problem areas that require additional management control. So, the main stages of service implementation can be represented by a sequence of steps indicated in Figure 2.

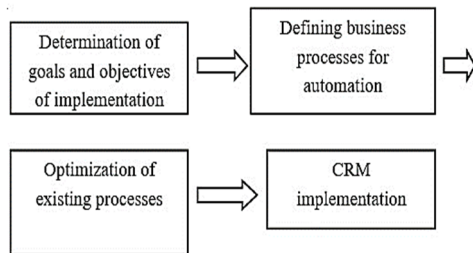


Figure 2: Stages of CRM system implementation.

4 CONCLUSIONS

Modern trends in the widespread dissemination and use of digital technologies in the process of economic activity have identified new aspects in personnel management within the framework of the organization of economic activity, including the acute issue of ensuring HR security and reducing the corresponding risks and threats. So, most of the most common hr risks can be reduced or even eliminated by implementing CRM systems. When choosing the main modules of the technologies being implemented, companies are recommended to be guided by the principles of organizing a human resource security system along with other areas required for automation.

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