GUIDELINES FOR STATE POLICY TO PROMOTE THE ADOPTION OF NEW TECHNOLOGIES IN THE WORKFORCE

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Summary

The development of human capital, as well as the accelerated digitalization of the economy, are absolute priorities of the EU economic policy. The article analyzes the state policy of the EU countries aimed at introducing the latest human capital management technologies in enterprises. It is shown that the EU countries are actively developing, introducing and implementing state programs for financing, lending, subsidizing the introduction of the latest technological products both in the business processes of companies in general and in the HR sphere in particular. The priority areas of state policy to encourage the introduction of the latest human capital management technologies in enterprises are highlighted. At the same time, the difficulties and problems faced by individual countries (primarily Latvia) in the implementation of these processes are shown. *The purpose* of the article is to propose directions for improving state policy to increase the efficiency of implementing the latest technologies in the practice of human capital management of enterprises.

The main stages and elements that are proposed to be included in the structure of the state program are highlighted: defining the goals and objectives of the program; analysis of the current situation; development of digital infrastructure; training and development; stimulation of innovation; performance assessment; support and financing; transparency and reporting. To achieve the set goal, the following *research methods* were used: comparative analysis; abstract-logical method; methods of deduction, theoretical generalization, classification; dialectical method and methods of theoretical generalization.

Key word: human capital management (HCM), HR technologies, digital technologies, government programs, digitalization.

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1. Introduction

State policy aimed at introducing the latest technologies for human capital management in enterprises plays a key role in the development of a competitive economy. After all, in a world where digital technologies are rapidly spreading, the ability to integrate modern latest technologies and approaches into the management of company personnel has become important for business development.

This involves the implementation of data analysis systems, digital platforms for training and development, productivity assessment tools, etc. Based on this, the goal of government

initiatives should be to use the latest technologies to optimize labor processes, improve efficiency and motivation of employees, and assist in creating an innovative environment for the development of human capital and the business sector as a whole..

A balanced public policy will ensure the correct use of the latest technologies in human capital management. This will increase employee satisfaction, retain talent and reduce staff turnover, which in turn will help reduce company costs and ultimately increase GDP. In addition, the successful integration of new human capital management technologies helps create more resilient and adaptive enterprises that can effectively respond to changes in the economic environment..

2. State support for digitalization in European countries

A study of scientific sources *(Alexander, L., Song, Q. C., Hickman, L., & Shin, H. J. (2025), Azmuk, N., Grishnova, O., & Kuklin, O. (2020), Kalenyuk, I., & ets. (2020, ets.)* showed that in the EU countries, state programs aimed at financing, lending, subsidizing activities for the implementation of the latest technological products both in the business processes of companies in general and in the HR sphere in particular are being actively developed, implemented and implemented. At the same time, European governments provide state support through incentive measures aimed at developing infrastructure and encouraging citizens to use digital technologies, increasing their accessibility, clarity and security.

To this end, European governments are taking various measures of both financial and non-financial support, initiating and implementing joint public-private investment projects aimed at developing digital infrastructure, actively using the possibilities of legal and administrative regulation, which proves the necessity and effectiveness of state control in this area.

Thus, state support for the implementation of new technologies in general and in human capital management in particular in the countries of the European Union is carried out through various programs, initiatives and policies. Let us consider and analyze the experience of implementing such programs and policies using the example of specific European countries:

1. Germany: the main direction of state policy for the development of HR technologies is innovative cluster strategies. Germany actively supports the creation and development of innovative clusters in which companies, research organizations and educational institutions work together on new technologies, including in the labor sphere, as a result of which the digital capabilities and skills of workers are expanded. The German Federal Ministry of Economics and Technology (BMWI) promotes the development of training and retraining programs for managers at all levels in order to improve their competence in the areas of management, innovation and international activities (*German Federal Ministry of Economics*).

2. Finland: The main direction of the state policy on HR technologies is the development of the information society. Finland is developing a digitalization strategy, noting the importance of education in preparing employees to work with the latest technologies. Various projects provide training opportunities for entrepreneurs and employees to make the most effective use of digital tools in human capital management (*TIEKE Finnish Information Society Development*).

3. Netherlands: The main direction of the state policy for the development of HR technologies is investment in digital skills. The state is actively investing in the development of digital skills of the working population, and the Dutch business sector uses modern technologies to ensure the management and production processes of enterprises. The government of the country promotes digital transformation through the state program "My Digital Business" (Mijn Digitale Zaak). In terms of the use of digital technologies, cloud services and social networks

in the business sector, the Netherlands significantly exceeds the average indicators of the European Union *(Nalog.nl., 2022)*.

4. Italy: The main direction of the state policy of HR technologies is the development of a system of accessible training. Italy has developed a program aimed at improving the qualifications of personnel through accessible online educational resources. An example of such a direction of state policy is the activity of the Fondo Nuove Competenze Foundation, which is co-financed by the European Social Fund and whose goal is to provide employees with the opportunity to acquire new or expand existing skills and equip themselves with useful technological tools to adapt to new conditions of the labor market. *(Gruppo SICURFORM S.r.l. 2023)*.

5. France: The main direction of the state policy for the development of HR technologies is innovation grants for startups working with new technologies, including HR technologies. As part of the program, the state also supports startups in the field of human capital management technologies, offering financial assistance and consulting services *(French Tech Mission, 2024)*.

6. Denmark: The main direction of the state policy for the development of HR technologies is formed on the basis of the National Digitalization Strategy for 2022–2026, and the greatest attention is paid to specialized educational programs. The state actively supports educational programs for advanced training of specialists in the field of HR and IT, which allows for the effective implementation of new technologies. The latest technologies in Denmark are integrated even into primary school education. The digital skills of human capital should be improved by improving the quality of secondary and higher education, financed both through regular and additional continuous programs (*Directorate-General for Communications Networks, Content and Technology,* 2022. *Denmark*).

7. Spain: in line with the national Digital Transformation Program The Spanish government has launched initiatives aimed at supporting small and medium-sized enterprises in the digitalization of HR processes, including employee training and the implementation of new technologies. The state offers subsidies to companies that organize training for their employees in new technologies and skills necessary for working in a digital environment. Programs and activities for the development of digital competencies are a guarantee of the focus of state policy on overcoming the digital divide among the population. (*Directorate-General for Communications Networks, Content and Technology. (2022). Digital Spain)*

8. Lithuania: With the NextGenerationEU project and the digital transformation of education (EdTech), the government aims to meet the needs of teachers and students by introducing digitalization “in the classroom”. At the same time, a national digital learning platform is being created, open and free for everyone, containing proven innovative tools for different users. The purpose of this platform is to increase the involvement of the younger generation *(The Innovation in Politics Institute. (2023)*.

9. Poland: the main direction of the state policy on HR technologies is the development of digital competencies of employees. The program for the development of digital competencies for 2020–2030 is aimed at improving the digital skills of citizens, specialists in the ICT sector and employees of small and medium-sized enterprises, as well as public administration bodies and national authorities (*Directorate-General for Communications Networks, Content and Technology. (2020)*.

10. Latvia's key official documents on digitalisation include the Digital Transformation Guidelines 2021–2027, Cybersecurity Strategy 2023–2026 and Digital Decade Roadmap 2030 *(European Union. 2021, 2023, 2024. Latvia)*. They are adopted in line with pan-European policy, but are not always fully implemented and within the planned timeframes. It should be

emphasised that, unfortunately, Latvia is progressing more slowly in this direction than its neighbours and, in some respects, ranks among the last in EU rankings.

3. Priority directions of the state policy of HR digitalization in Latvia

Analyzing the experience of public policy in implementing the latest technologies in the labor sphere of European countries, it is also worth noting the powerful policy of developing human capital of the European Union as a whole. For example, the European Union Horizon Europe Program finances research and innovation aimed at developing human capital. Horizon Europe is the most ambitious program that has never been implemented to solve the problems of society. Within the long-term budget for 2021–2027, the program will receive €95.5 billion. Within the framework of this program, the European Union invests significant resources in solving the problems of its citizens regarding the lack of human resources, industrial modernization, infrastructure development and interregional cooperation.

Through this programme, the EU aims to transform scientific leadership into global leadership in entrepreneurship and innovation by 2027. The strategic implementation plan uses a sophisticated funding structure with a consortium of public-private partnerships to empower all Europeans. The budget for the new European Union research and innovation programme for 2021–2027 will be around €95.5 billion. The overall budget for Horizon Europe is 30% larger than that of Horizon 2020, making it the most ambitious research and innovation programme in the world. Horizon Europe supports an inclusive framework that enhances cooperation and improves research and innovation systems across the continent. *(EMDESK. (n.d.).*

As the analysis showed, European public policy on the introduction of new technologies in human capital management includes a variety of financial support tools and approaches, digitalization of labor processes, the use of data analytics to monitor and control labor productivity, training and development programs, and in some countries even aimed at improving the emotional health of workers. These areas of public policy are aimed at creating a creative, effective and adaptive worker in a rapidly changing digital business environment.

Based on the experience of progressive European countries, among the main priority areas of state policy aimed at introducing the latest technologies for managing human capital in enterprises, in Latvia, in our opinion, the emphasis should be placed on such measures (Fig. 1).

State digitalization programs. A necessary condition for the effective development of new technologies in the domestic labor sphere is the development and implementation of national programs aimed at the digitalization of business. These programs, in particular, should include funding for the development and implementation of IT solutions for personnel management, including systems for automating the selection, training and assessment of personnel productivity, etc.

Government subsidies and grants. Providing opportunities to obtain government funding for the implementation of innovative HR technologies, such as talent management systems or LMS (Learning Management System). Financial support from the state can be expressed both in the form of direct cash subsidies and in the form of tax incentives for companies investing in the modernization of their own HR infrastructure.

Educational initiatives. In recent years, learning management systems have played a special role in government programs. Educational and development programs organized using modern technologies help employees not only improve their professional skills, but also adapt to new conditions in the labor market. In addition, effective mentoring and coaching systems supported by digital tools create opportunities for the exchange of experience and knowledge between

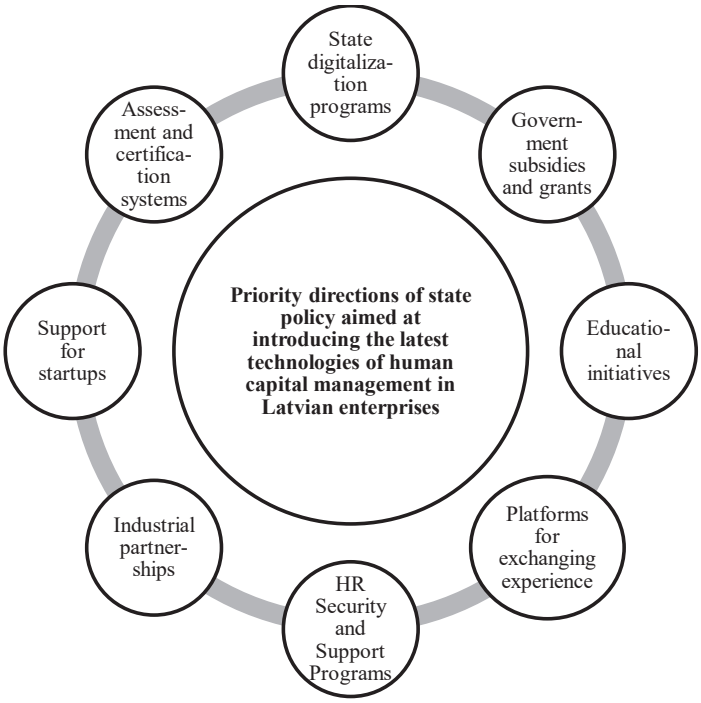

Fig. 1. Priority areas of state policy aimed at introducing the latest technologies for human capital management

employees at different levels. A key aspect of modern government programs for the implementation of learning management systems based on the latest technologies should be facilitating access to educational resources in order to create an individual development trajectory for employees. In addition, government support for initiatives aimed at involving the latest technologies in the learning process helps to create partnerships between educational institutions and enterprises, which ensures the training of specialists in accordance with current market needs. Thus, at the implementation stage, this area involves the creation of special courses and programs based on universities and retraining centers focused on mastering current technologies and human capital management skills. For example, these could be courses on the use of Big Data in HR, etc.

Platforms for exchanging experience. Organization of forums, conferences and exhibitions where companies can share successful practices in implementing HR technologies. This allows companies to learn from each other and actively implement proven advanced solutions.

HR Security and Support Programs. Creating platforms and tools to monitor the labor market and anticipate the training and development needs of certain categories of workers using automated digital systems and analytics. This may include the need to register vacancies in government systems, which will allow for a better understanding of the needs of the market and employer companies. Special attention from government agencies in this context should be directed to efforts to ensure cybersecurity. Cybersecurity is extremely important for businesses when implementing rapid technological solutions, as it ensures data security, increases worker productivity, helps protect their reputation, facilitates compliance with laws and regulations, and promotes economic efficiency.

Industrial partnerships. Facilitating the creation of cooperation between universities, research centers and enterprises in the development of new technologies and their implementation in the HR sphere. Such interaction should be built on the basis of the triple helix approach, where the public sector, business and academia cooperate together.

Support for startups. Government programs must necessarily include measures to support technological startups in the HR field, in particular, this may be in the form of providing various types of financial support and access to digital infrastructure. Support for startups will facilitate the development of new relevant solutions and technologies for human capital management.

Assessment and certification systems. It is also necessary to create national standards and certificates for the latest HR technologies, which will allow companies to understand which solutions are the most effective and guaranteed to be reliable.

These priority areas can be integrated both into the national strategy of our country and adapted for use in state policy at the regional level, depending on economic conditions and labor market needs.

4. Problems of implementation of effective state policy for introduction of new HR-technologies in Latvia

However, at the stage of developing the foundations of an effective state policy for the introduction of the latest human capital management technologies in Latvia, attention should be paid to a number of problems characteristic of the domestic economy (Fig. 2). Let us characterize the main ones:

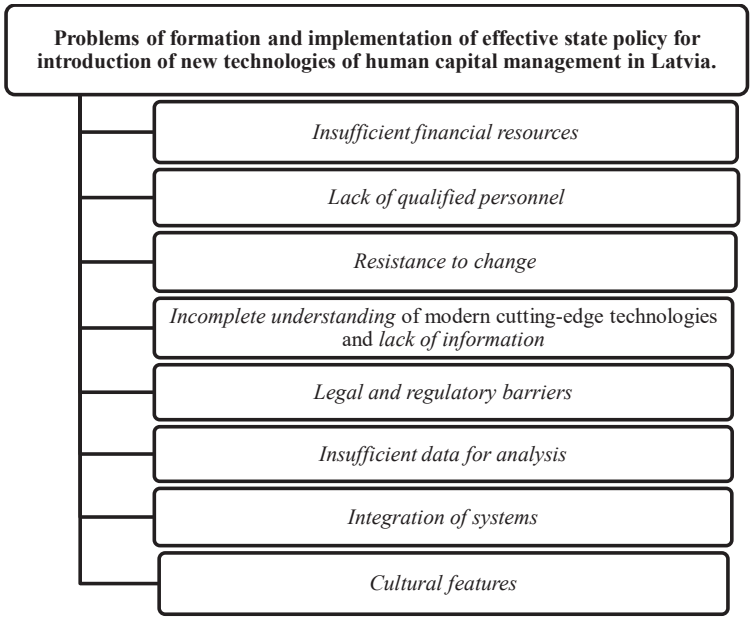

Fig. 2. Problems of formation and implementation of effective state policy for introduction of new technologies of human capital management in Latvia

Insufficient financial resources. Limited budget resources today prevent sufficient investment in new technologies and educational programs for employees of domestic enterprises. This problem is especially acute now, when a real military threat looms over Europe and a lot of money is directed to strengthening defense capabilities and assistance to Ukraine, which also leads to significant government spending and the need to cut other budget items.

Lack of qualified personnel. The lack of specialists who can implement and configure new technologies complicates the process of digitalization in human capital management at enterprises for several reasons: firstly, many educational institutions do not have up-to-date courses on modern digital technologies; secondly, there is a gap between education and the needs of the labor market: training programs do not keep up with the rapid changes in the labor market; thirdly, there is an emigration of talent to other countries where they are offered better working conditions; fourthly, not all categories of workers can quickly adapt to new technological requirements and retrain; fifthly, company managers save on investments in personnel development.

Resistance to change. Employees and business leaders are often wary of introducing new technologies, increasing the volume and complexity of workloads, and the need to master new skills and knowledge. There are several reasons for this: employees may fear that new technologies will change their work processes or make their work less important; the use of new technologies often requires additional training, but many companies, due to a lack of available funds, do not provide sufficient resources for this, so employees may feel insecure; in most companies, staff are often overloaded with current tasks and do not have the time or energy to master new technologies; the corporate culture in the company can also be resistant to change, especially if it is based on a traditional approach to work; if employees are not involved in the decision-making process on changes in the company, they believe that their opinion is not taken into account, this creates a problem of insufficient employee engagement.

Incomplete understanding of modern cutting-edge technologies and *lack of information*. Our research shows that the level of awareness of the benefits of cutting-edge technologies among the domestic business community is still quite low, which makes it difficult to make final decisions on their implementation. At the same time, if there is a lack of information, that is, changes are not justified or employees do not understand how new technologies will improve their work, this also leads to mistrust and resistance.

Legal and regulatory barriers. The lack of clear legislative and regulatory acts complicates the process of introducing new technologies, and also creates additional bureaucratic barriers. The domestic legislative process in the field of new technologies is carried out not only slowly and inconsistently, but also without a clear concept and outside the definition of legal regulation methods. However, this problem is relevant not only for Latvia, today in many European countries acts, laws and regulations are adopted that ensure the safe and free implementation of technological changes and related products and services in business and society. At the moment, it is impossible to talk about the existence of a single system or a single approach to their regulation, today these are only targeted measures aimed at solving individual problems.

Cultural features. Traditional approaches to management and insufficient flexibility of the corporate culture of companies can jeopardize the success of new technologies for managing human capital. That is, in the modern, rapidly changing and unstable economic situation, in which the introduction of new technologies is necessary for almost every company, a conservative organizational culture becomes a significant obstacle to the development of the enterprise and the achievement of its business goals. Experts note that if in the 20th century the life cycle

of an organization's business model was approximately 75 years, today it has decreased to an average of 7 years *(Viguerie, S. P., Calder, N., & Hindo, B. (2021)*. At present, the formation of an innovative type of organizational culture, in which innovation, initiative, creativity and creativity are intra-organizational values, is becoming relevant.

Integration of systems. Implementation of new technologies requires integration with existing systems, which can lead to additional complexities and costs for companies. The complexity of this process is most often due to the heterogeneity of existing systems, which may include outdated solutions and software that does not support modern standards. In such conditions, the integration of new technologies requires not only technical knowledge, but also a strategic approach to change management.

Insufficient data for analysis. Problems in collecting, analyzing and interpreting human capital data can also limit the effectiveness of implementing technologies aimed at increasing labor productivity.

5. The main guidelines and effectiveness of the state program for the introduction of new technologies in the labor sphere

Given the significant number of obstacles, the state must also choose a strategy according to which the transformation of the ways of implementing HR technologies in enterprises should occur.

Given that scientists divide new technologies into two types – supporting and breakthrough, the strategies and programs for implementing these technologies must also be appropriate. Supporting technology refers to sustainable improvements to traditional technology. Breakthrough technology is unique, usually has high performance and may require the installation of additional useful functions. That is, it can disrupt and change the way work is done in enterprises *(Cascio, W. F., & Montealegre, R. (2016)*.

Thus, the development of a state policy program for the introduction of the latest technologies in human capital management requires a systematic approach.

The main guidelines of the state program for the introduction of the latest technologies in the labor sphere should be aimed at continuously improving the digital infrastructure and conditions for the development of human capital, which will allow companies to more actively implement digital solutions in the HR sphere and develop talent. At the same time, an emphasis on the development of human capital will help to create a sustainable society capable of coping with challenges and ensuring economic growth in the future.

The author proposes to include the following *main stages and elements* in the structure of the state program: defining the goals and objectives of the program; analysis of the current situation; development of digital infrastructure; training and development; stimulation of innovation; performance assessment; support and financing; transparency and reporting.

Regardless of the specifics of the direction of the state program for the implementation of the latest technologies for human capital management, an integral element of its structure should be the *training and advanced training of employees*. The development of individual plans and training programs is an important aspect of the country's socio-economic development. In the context of rapid changes in the domestic labor market and the introduction of new technologies, advanced training of employees is becoming not only a necessity, but also a guarantee of the competitiveness of enterprises. Therefore, state initiatives in this area should include funding for educational programs, providing grants and subsidies, as well as the creation of vocational training centers.

Cooperation with educational institutions will allow adapting training courses to the real needs of businesses and ensuring continuous training and development of employees. These and other activities aimed at improving the skills and knowledge of employees will contribute to increasing staff satisfaction and loyalty, which will have a positive effect on the overall working atmosphere in the team. Thus, state support in the field of training and advanced training of employees will not only strengthen the domestic labor market, but also create conditions for innovative growth and sustainable development of the economy as a whole, which is a critical need in our time of global upheavals and growing threats.

The stage of *assessing the effectiveness of the state program* for the implementation of digital technologies in HR requires a comprehensive approach that takes into account various aspects of implementation. First of all, it is necessary to analyze the degree of integration of digital solutions into human capital management processes, including recruiting, training, development, etc. An important indicator of the success of the program is the reduction in time spent on finding talent and improving the quality of personnel selection. In addition, when assessing the effectiveness of the program, attention should be paid to the level of satisfaction of employees and managers from the use of new HR technologies. Surveys and interviews can help identify which tools have proven to be the most useful, and which aspects of the program require improvement. Monitoring labor productivity indicators is no less important, which allows you to assess how HR digitalization affects the overall results of the company.

It is important not only to monitor the quality of implementation of state programs, but also to ensure the *availability and transparency of information* about them for a wide range of stakeholders. This helps to increase trust between government agencies and businesses, and improves interaction between all participants in the process. One of the tools for increasing transparency is the use of open electronic data, allowing each stakeholder to track the progress of programs and evaluate their effectiveness. The introduction of reporting mechanisms, such as regular performance reports, as well as an initiative to conduct independent audits, contribute to deeper analytics and the identification of problem areas that require more attention.

The elements of the state program proposed in the work, when applied comprehensively, are aimed at creating a modern human capital management system based on the latest technologies, which will not only increase the efficiency of enterprises, but also improve the quality of life of workers..

The key aspects and *economic effects* of the impact of such a program at the macro level are: increased labor productivity and efficiency of work processes; reduced hiring and training costs; improved management quality; increased employee satisfaction; sustainability and adaptability to change; creation of an innovative environment, attraction of investments, etc. The economic effect of the state policy of introducing human capital management technologies at the macro level was determined by the following determinants: increase in the total volume of production and GDP of the country; reduction in unemployment; improvement of innovation processes; increase in foreign investment; social stability; sustainable development; effective implementation of resources: social inclusion.

6. Conclusions

As the results of the study show, public policy aimed at introducing human capital management technologies can have a significant positive impact on the economy both at the macro level and at the level of individual enterprises. Thus, effective human capital management on

an innovative technological basis is the key to increasing productivity, innovative development and overall social stability in the state.

It has been established that the use of the latest technologies in human capital management is a relevant topic for many countries. European countries use different approaches and practices in this area, aimed at improving the efficiency of companies and developing human potential.

Based on the analysis of advanced European experience, priority areas of state policy aimed at introducing the latest human capital management technologies in enterprises were identified, which can be implemented in domestic practice, in particular: state digitalization programs; state subsidies and grants; educational initiatives; platforms for exchanging experience; assessment and certification systems; industrial partnerships; support for start-ups; personnel security and support programs. However, the formation and implementation of an effective state policy for the introduction of the latest human capital management technologies in Latvia in accordance with the specified areas faces a number of problems that require preliminary solutions.

The paper proposes and characterizes the main stages and elements of the state policy program for the implementation of the latest human capital management technologies at enterprises. A structured and balanced state policy in the digitalization of the labor sphere will help create a solid foundation for economic growth and social well-being in the future.

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