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Hurzhyi N.

*Doctor of Economics, Associate Professor,
Zaporizhzhia National University, Ukraine;
e-mail: madlen2020@ukr.net; ORCID ID: 0000-0002-4955-9548*

Hurman O.

*Ph. D. in Pedagogical Science,
Associate Professor of the Department of Marketing and Management,
Khmelnysky Cooperative Trade and Economic Institute, Ukraine;
e-mail: xktei@ukr.net; ORCID ID: 0000-0001-9415-2635*

Leskova S.

*Dean of the Faculty of Management, Marketing and Law
Department of the Marketing and Management,
Khmelnysky Cooperative Trade and Economic Institute, Ukraine;
e-mail: xktei@ukr.net; ORCID ID: 0000-0001-5118-6448*

Tiahunova Z.

*Ph. D. in Economics,
Associate Professor of the Department of Marketing and Management,
Khmelnysky Cooperative Trade and Economic Institute, Ukraine;
email: xktei@ukr.net; ORCID ID: 0000-0002-4508-5453*

Liubetska M.

*Ph. D. in Public Administration,
Associate Professor of the Department of Marketing and Management,
Khmelnysky Cooperative Trade and Economic Institute, Ukraine;
email: xktei@ukr.net; ORCID ID: 0000-0002-6764-6223*

**ANALYSIS OF THE MODERN PERSONNEL MANAGEMENT SYSTEM
UNDER THE INFLUENCE OF DIGITALIZATION OF BUSINESS PROCESSES:
EXPERIENCE OF INTERNATIONAL COMPANIES, UKRAINIAN REAL**

Abstract. The article examines the development of modern personnel management system under the influence of digitalization, which in recent years has accelerated the pace of development, this was primarily due to the spread of coronavirus infection, which threatened many businesses and the economy as a whole. The digital changes taking place in the economy open up the possibility of modernizing the technology of working with employees, which can significantly increase the efficiency of the company. To date, companies have begun to implement digital technologies that simplify and increase the efficiency of personnel management. It is noted that at the current stage of development of personnel management, conditions are created for employees that increase mobility in decision-making, for example, so that the project manager monitors its implementation, he does not have to be at the company, he will be able to view each employee. Further training of workers also acquires new opportunities by creating courses, lectures, and seminars that can be held by subordinates at any time. It should be noted that also at this stage it is possible to hold a meeting of the leadership at a comfortable time for everyone. The following principles are characteristic of digitalization of personnel management: flexible approach to employee development; systematic compliance with the goals of the enterprise; integration of management and business owners into the overall management system; extended motivation; staff is seen as an investment that needs to be developed; use of potential during employment; predominance of working groups and project groups over traditional structural units; proactive innovation function; stimulating change. The growing number of network teams and employees on short-term contracts in the world allows many industries to quickly implement business processes based on HR-transformation. The experience of international companies in the context of digitalization of personnel management was studied and indicators were demonstrated that demonstrate the effectiveness of the introduction of new technologies.

Keywords: digitalization, personnel, enterprise, technologies, processes, responsibility.

JEL Classification M12, J21, O33

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Гуржій Н.

*доктор економічних наук, доцент,
Запорізький національний університет, Україна;
e-mail: madlen2020@ukr.net; ORCID ID: 0000-0002-4955-9548*

Гурман О.

*кандидат педагогічних наук, доцент кафедри маркетингу і менеджменту,
Хмельницький кооперативний торговельно-економічний інститут, Україна;
e-mail: xktei@ukr.net; ORCID ID: 0000-0001-9415-2635*

Леськова С.

*декан факультету управління, маркетингу і права,
кафедра маркетингу і менеджменту,
Хмельницький кооперативний торговельно-економічний інститут, Україна;
e-mail: xktei@ukr.net; ORCID ID: 0000-0001-5118-6448*

Тягунова З.

*кандидат економічних наук, доцент кафедри маркетингу і менеджменту,
Хмельницький кооперативний торговельно-економічний інститут, Україна;
email: xktei@ukr.net; ORCID ID: 0000-0002-4508-5453*

Любецька М.

*кандидат наук з публічного управління,
доцент кафедри маркетингу і менеджменту,
Хмельницький кооперативний торговельно-економічний інститут, Україна;
email: xktei@ukr.net; ORCID ID: 0000-0002-6764-6223*

АНАЛІЗ СУЧАСНОЇ СИСТЕМИ УПРАВЛІННЯ ПЕРСОНАЛОМ ПІД ВПЛИВОМ ЦИФРОВІЗАЦІЇ БІЗНЕС-ПРОЦЕСІВ: ДОСВІД МІЖНАРОДНИХ КОМПАНІЙ, УКРАЇНСЬКІ РЕАЛІЇ

Анотація. Досліджується розвиток сучасної системи управління персоналом під впливом цифровізації, яка в останні роки прискорила темпи розвитку, це перш за все було викликано поширенням коронавірусної інфекції, яка завдала загрози функціонуванню багатьох підприємств та економіки країни в цілому. Цифрові зміни, що відбуваються в економіці, відкривають можливість модернізації технології роботи з працівниками, що може значно підвищити ефективність роботи компанії. Нині підприємства почали впроваджувати у свою діяльність цифрові технології, які спрощують і підвищують ефективність управління персоналом. Зазначено, що на сучасному етапі розвитку управління персоналу для працівників створюються умови, які підвищують мобільність в ухваленні рішень, наприклад для того, щоб керівник проєкту відслідковував його виконання, йому не обов'язково перебувати на підприємстві, він зможе через програмне забезпечення подивитися показники КРІ кожного співробітника. Підвищення кваліфікації робітників також набуває нових можливостей, за рахунок створення курсів, лекцій та семінарів, які можуть проходити підлегли в будь-який час. Слід відзначити, що також на цьому етапі можна проводити збори керівництва в комфортний для кожного час. Для цифровізації управління персоналом характерні такі принципи: гнучкий підхід до розвитку співробітників; систематична відповідність цілям підприємства; інтеграція менеджменту та власників бізнесу в загальну систему управління; розширена мотивація; персонал розглядається як інвестиція, яку потрібно розвивати; використання потенціалу під час працевлаштування; переважання робочих груп і проєктних груп над традиційними структурними підрозділами; проактивна функція інновацій; стимулювання змін. Постійно зростаюча кількість мережевих команд і співробітників за короткостроковими контрактами у світі дозволяє багатьом галузям швидко впроваджувати бізнес-процеси на основі HR-трансформації. Було досліджено досвід

міжнародних компаній у контексті цифровізації управління персоналом та визначено показники, які демонструють ефективність упровадження новітніх технологій.

Ключові слова: діджиталізація, персонал, підприємство, технології, процеси, відповідальність.

Формул: 0; рис.: 2; табл.: 1; бібл.: 13.

Introduction. In early 2020, the world faced the spread of a coronavirus infection, which contributed to the shutdown of production and organizational processes. The effects of the crisis have clearly changed the way many companies work, so attention should be paid to the question of how to manage work from home for line and functional managers. It is very important to develop human capital to effectively promote self-discipline. Human capital management can increase accountability and motivation. Employees with high levels of motivation can easily overcome unstable situations in both their lives and in the organization. Therefore, a variety of employee self-service tools (application automation, IT systems) should be used.

A new vector of economic systems development, which is the result of the evolutionary development of the economy, or more precisely, its basis is the formed national system that promotes the development of enterprise production capacity and automation of management processes, by renewing and stimulating the increase of human labor knowledge [4], which is transformed into more efficient production processes, that improve the competitiveness of enterprises. It is an economy based on highly productive, competitive positions occupied by highly skilled workers, focused on innovation; in which information, communication, and other advanced technologies are introduced and technologically advanced products that require intensive training and competitiveness are produced. The digital changes taking place in the economy provide an opportunity to modernize human resources technology, which can significantly improve the efficiency of the company's operations.

Study analysis and problem statement. In recent years, the digitalization of HR management a large number of scientific works among domestic and foreign scientists: according to the scientist Bei H. V. the sphere of labor under the influence of robotics and automation acquires the features of variability, which at the same time creates the risk of difficulties in attracting human capital of the required quantity and quality, and on the other hand creates opportunities for more complete progress [1].

Baluyeva O. V., Snopenko H. V. Under the influence of digital and information technologies HR function develops and becomes more intuitive, influencing the development of new roles, and to build an organization that can be effective in the current flows of change, you need a person-centered approach to personnel management. be implementable[2].

According to Nahybina N. I. [3] digitalization of HR processes meets new market challenges; employees constantly demonstrate their KPI based on which the company management will be able to monitor the skills of their specialists and stimulate their development using the latest technology and knowledge. As can be seen from the studies of the authors, they focus primarily on the fact that digitalization will change the standard approaches to HR management and will stimulate the development of employees and constantly improve their knowledge and skills.

The article aims to analyze modern systems of personnel management under the influence of digitalization of business processes based on the experience of international companies and the Ukrainian reality.

The purpose of this article is to:

- investigate the principles of digitalization of human resource management;
- identify trends in the use of digital technology in modern HR-practices;
- conduct research in the context of implementing the latest HR management technologies at the enterprise.

Methodology and methods. To achieve certain goals of the study the following general scientific research methods were used: analysis, induction, deduction, synthesis. The information base of scientific research is scientific papers and conference materials, materials of periodicals, etc.

Results. Significant acceleration in the development of advanced technologies contributes to their significant growth and penetration in all areas of economic and social life, in particular in the processes of managing organizations and doing business. At the same time, digital transformation is changing the way management is done, transforming change management processes leading to digital thinking and revolutionary employee experiences that require updating existing HR technologies [1—10]. With the global COVID-19 pandemic, the transition to the digital economy continues. The introduction of modern digital technology is changing traditional production processes, workers are no longer confined to their workplace and can do their jobs from every corner of the world thanks to modern software that allows managers to constantly monitor the production process and communicate changes to workers when necessary. Digitalization is changing the way work is implemented and organized, the work processes themselves, encouraging digital thinking and creating unique employee experiences, creating a specific digital environment and digital HR ecosystem to which existing HR technologies must adapt.

The personnel of an enterprise plays a decisive role in the effective functioning and production of competitive products that will be able to satisfy consumers in the market. Evaluating the exact contribution of both the individual worker and the collective as a whole, the final result of economic activity of the economic system is a complex process, because, in addition to the direct contribution of labor, the product is also invested in fixed and current assets. The use of labor in economic activity has some branch features: seasonality of production process; concentration of production; increased intensification, which reduces the need for personnel [4; 6].

Personnel development policy is influenced by external and internal factors and should be guided by a number of requirements and principles, reflecting a systemic, procedural, and functional approach to personnel development. To support an appropriate personnel development policy, it is necessary to monitor and introduce changes in a timely manner [5; 7].

It should be noted that the evolution of personnel management has been going on for a long time, but in recent years there has been an acceleration of changes in personnel management due to the rapid development of automation, artificial intelligence, multi-generational workforce. *Fig. 1* shows the changes taking place in human resource management at the current stage of development:

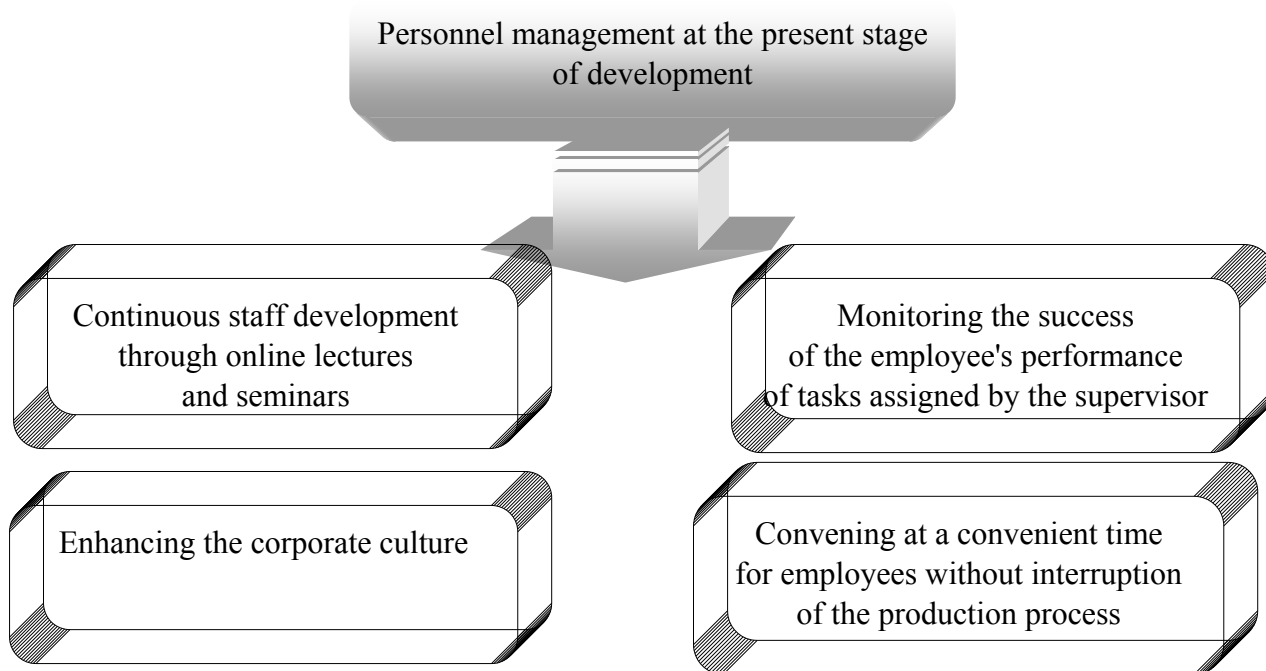


Fig. 1. Personnel management at the current stage of digital technology development

Source: created by the author based on [1—5].

The digitalization of human resources processes allows for more mobile management of the organization, through the implementation of digital technologies, management, and business owners

can track the development of the enterprise and project development in real-time, while they can be currently in other countries and manage the processes taking place in the organization. All of this is possible through the implementation of cloud platforms, mobile applications, social media, and the implementation of the latest and integrated digital strategies that drive the organization’s development [6; 9].

The following principles are characteristic of the digitalization of personnel management:

- a flexible approach to employee development;
- systematic compliance with the goals of the enterprise;
- integration of management and business owners into the overall management system;
- extended motivation;
- personnel are seen as an investment to be developed;
- advantage of the potential in the hiring process;
- advantage of work and project teams over traditional structural units;
- proactive innovation function;
- an incentive for change.

In practice, human resource management services are transformed into human resource management departments: in some companies, it is following fashion, in others, there are real changes in employee management with the introduction of new, progressive techniques, for example [2]:

- KPI — Key performance indicator;
- grading system — the construction of positions in the hierarchy of their value in the enterprise;
- TQM (Total Quality Management) — Personnel evaluation system based on quality system criteria;
- MBO (Management by objectives) — management by results or management by objectives;
- BSC — Balanced scored card.

The most specific use of digital technologies in modern HR-practices was made by scientists Kravchuk O. I., Varis I. O., Zaryvnykh K. V. [7] they singled out the following trends (*Table*).

Table

Trends in the use of digital technology in modern HR practices

Digital Technology	Communication work	Social Networks	Big Data Analytics	Artificial Intelligence	Machine Learning	Cloud technologies
HR processes	Selection and recruiting, the adaptation of personnel, corporate culture management	Finding and attracting talent, building and developing the employer brand	HR analytics, planning, forecasting, strategy, and policy development	HR analytics, planning, forecasting, strategy, and policy development, personnel training	Development, training, and adaptation of personnel, management of employee experience	The vast majority of personnel management processes
Software	SkillangeBot, Gmail Bot, Plop, BirthdayBot, AI Partner	LinkedIn, Indeed, Monster, Facebook, Instagram, Snapchat and YouTube	Workforce Now, Visier, Sense, Hibob HRIS, Workday Prism Analytics	Textio, Entelo, Hiretual, IDEAL, HackerRank,	Microsoft Azure Machine Learning, IBM Watson, Google Tensor Flow, Amazon ML	Oracle, SAP, ADP, Ultimate, Ceridian, Infor, Gusto, Paycor, HiBob, Sage

Source. [7].

Specialists Baluieva O. V. and Snopenko H. V. [2] note that there is a tectonic shift in the functioning of human resources, and it is reasonable to identify changes in the labor market affecting the development of digital HR:

First, as production automation and digital technology capabilities increase, there are concerns about the possibility of layoffs in both production and control. Unemployment threatens

both low-skilled workers whose jobs can be automated and skilled workers in information processing.

Second, the development of the digital economy creates new jobs and professions for highly skilled workers, there are new production tasks related to the automation of production and economic life, which gives a compensating effect in employment. It should be noted that this is not the first-time humanity has experienced a period of rapid restructuring of production based on scientific and technological progress, but not now there is a catastrophic decline in employment [9].

Third, the digital segment of the labor market is growing, characterized by the transfer of jobs to the information space, an increase in the supply of labor in the digital segment, the conclusion of atypical digital labor contracts, the use of flexible working hours, economic distribution.

Fourth, virtual migration includes workers from other countries without changing their actual location, increasing global competition.

Fifth, there is the digitization of social and labor relations between labor market actors, that is, contracting in the digital space using digital technology. The growing number of networking teams and short-term employees around the world are allowing many industries to quickly implement business processes based on HR transformation (Fig. 2).

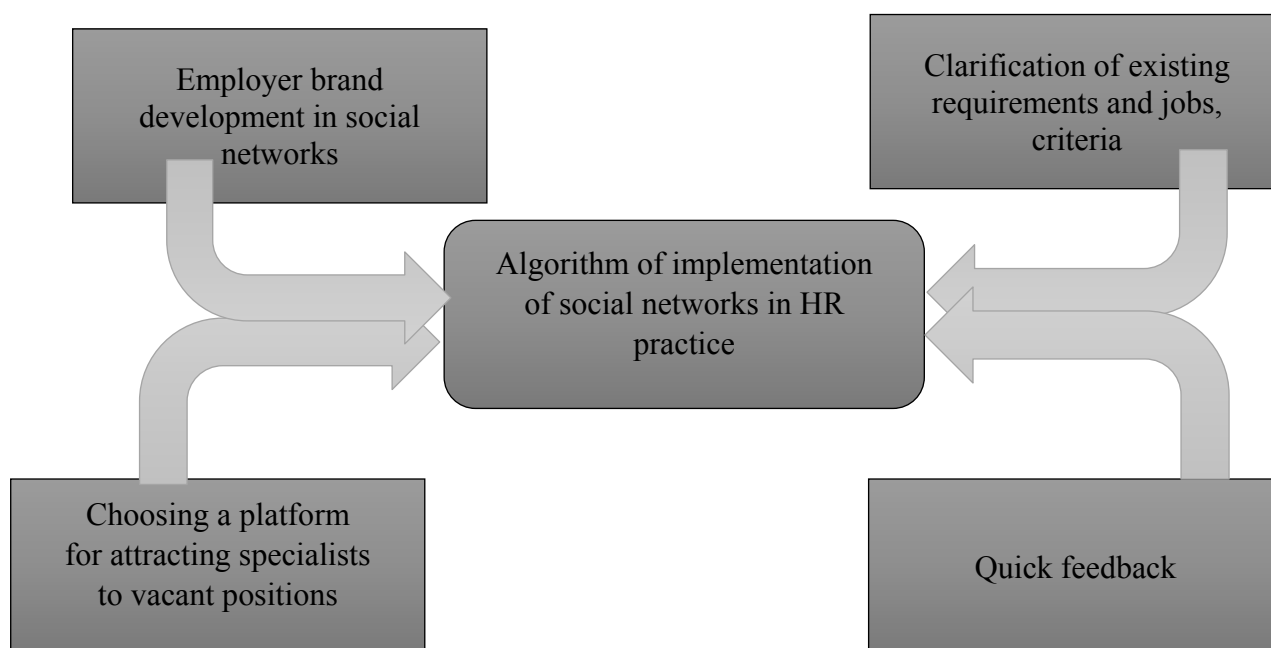


Fig. 2. **Algorithm of implementation of social networks in HR practice**

Source: created by the author based on [6; 7].

Based on data provided by the International Center of Excellence for Human Resource Management and Change in the UK, only 39% of global leaders believe their companies are successful in digital, 37% believe they can reorganize their human resources and adapt to the new realities. , analysts and SHI, with 27% seeing difficulties with digitalization because they do not see HR as a value, ignore analytics capabilities and are generally afraid of artificial intelligence, and are not even planning for digitalization. Of the total investment in the digitalization of HR processes, about half (49%) is focused on the implementation of human capital management software, one third (32%) on the implementation of cloud services, and plans to increase investment in the near future. in forecasting, improved solutions, process automation, artificial intelligence [8].

Uber Technologies Inc.¹² (Uber), the most modern service of the rapidly developing cab industry, is using the online at the core of its business model both for consumer service via the mobile application of the same name and for driver management. Revolution — «Uberization» calls S. Matsotskyi (Chairman of the Board of IBS) the human resources management system in Uber: «After all the whole company Uber, with its programmers and technologies, in fact, is one large

HR-department, whose task is to manage a huge human resource: to recruit drivers, evaluate their performance, provide training, track their progress up the career ladder, calculate compensation and dismiss if necessary. All these procedures at Uber are fundamentally digital, automated, and online» [9].

In Ukraine in 2019 Deloitte created a chatbot D. TalCa (Deloitte Talent Candidate), which selects and offers the vacancy most suitable for the candidate. Telegram-bot called «Detalka» is ready to conduct an initial interview even at night, recommends job seekers to Deloitte, presents the company, its history, and events. The uniqueness of bots is that by acquiring knowledge, they can learn and become «smarter». The company's human resources department is confident that in time it will be able to completely replace the preparation of resumes by candidates and the manual analysis of such resumes performed by the recruiting team [10].

The obvious benefits of the latest technology are encouraging businesses to actively implement artificial information technology in human resource management. The Hilton hotel chain annually receives 30,000 applications from job seekers. At the first stage of the selection process, artificial intelligence algorithms (the AllyO chatbot) conduct an initial screening of suitable candidates: the system asks how many hours a day a candidate can spend, whether they have access to the high-speed Internet required for work, etc., and then concludes the candidate's professional suitability. In the second phase of the interview, Hilton uses HireVue video interview technology, which analyzes how the candidate answers questions and also records facial expressions that are only present for a split second. The artificial intelligence system checks all candidates by self-learning and refining their algorithms. These recruiting algorithms have reduced the need for corporate contact center hires by 23% [11].

In 2019, Avtomir Vinnitsa started working on a chatbot on the Telegram platform to automate the new employee adaptation procedure. A newcomer registers on the company's websites and invites them to learn about the company's history, product line, rules, and customer service standards in the form of a dialogue. Each block of knowledge is completed by tests to adjust the internship program, as well as a reflection from the first days of work: «How was your first day? Do you want to go to coffee to talk about it?» What does distance learning have in common with live communication with the hiring manager [1].

Researchers H. V. Bei, H. V. Sereda [1] note that the increased use of artificial intelligence in human resource management opens up new opportunities and benefits for companies:

- 1) Reduces the costs that the enterprise loses in the likelihood of an exodus of professional, highly qualified personnel;
- 2) Increases the acquisition of knowledge among the employees of the enterprise, who can continuously take training courses provided by the enterprise;
- 3) Monitoring of the production process [13];
- 4) Tracking of URI indicators among workers;
- 5) Reducing risks in decision-making in the enterprise.

It should be noted that over the past few years, the digitalization of HR processes has accelerated significantly; this is primarily due to the spread of COVID-19. For the effective work of employees of a company, the company management at the moment does not need to be constantly at the company, they can monitor the performance of an employee through the software that is used in companies.

Discussion. The distribution of responsibility between humans and artificial intelligence is a central issue in the transformation of human resource management, according to Bersin J., who stated that artificial intelligence does not replace humans, but only those human resource processes that humans cannot effectively perform should be delegated [12]. Yes, considering technological changes in human resource management, Bei H. V., Sereda H. V. note the role of the human factor in such opportunities of modern digital human resource transformation as: increased use of integrated mobile applications and automation of personnel management; digital integration with cloud services; use of predictive human resource analytics, augmented reality and artificial intelligence, effective implementation of which requires corresponding changes in the competence

of the manager on In [6] it was proved that digitalization for businesses and enterprises is an evolutionary and organic process, which created new market conditions. Therefore, today we generate progressive forms of modernization of business processes, affecting not only the structure of market participants but also the technology of their management. And the development of digital business processes in enterprises is facilitated by: training of qualified personnel specializing in electronic communications [12]; development of new services for convenient online orders; development and improvement of electronic payment systems; optimization of business processes in logistics and sales.

Conclusions. The digitalization of HR processes accelerates development in a company by empowering it. As researched, digital implementations create mobility for employees, they can constantly improve their skills by having apps on their smartphones to help them develop every minute. Creating courses, lectures, and workshops, gathering with employees, monitoring production capabilities, and tracking the performance of the company's employees allows the company's management to plan its strategy more carefully in the marketplace and increase its competitiveness compared to other businesses.

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