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DEVELOPMENT OF THE PERSONNEL MANAGEMENT SYSTEM UNDER THE CONDITIONS OF DIGITAL TRANSFORMATIONS

The article is devoted to studying the impact of digital transformations on human resource management systems in modern organizations. The growing role of digital technologies in the HR field is driving fundamental changes in recruitment, training, performance evaluation, employee motivation, and career development processes. The relevance of the research is determined by the need for organizations to adapt to new conditions and seek modern approaches to human resource management to improve their efficiency and competitiveness. The paper analyzes key issues faced by human resource management systems, including insufficient automation, low employee engagement, communication barriers, and a lack of professional development programs.

The main areas of HR process digitalization are identified, including the implementation of analytics platforms (People Analytics), learning management systems (LMS), recruitment platforms (LinkedIn, Workday), and other tools that allow automation and optimization of HR functions. Special attention is given to the prospects and trends of digitalization in Ukraine, where many organizations show high adaptability to the adoption of innovative technologies. The authors also present recommendations for implementing digital HR management systems. In particular, for effective digital transformation, it is necessary to assess the organization's readiness for change, choose appropriate technologies integrated with existing systems, and provide training to staff to improve digital literacy and reduce resistance to change. These measures significantly improve the efficiency of human resource management systems, reduce costs, improve communication between employees, and ensure continuous employee development.

The article also points out that the implementation of digital technologies is associated with certain challenges, such as high integration costs, data privacy risks, and the need to restructure organizational culture. Despite these challenges, the benefits of HR digitalization far outweigh the potential drawbacks, creating opportunities for strategic business development. The results emphasize the importance of a comprehensive approach to the digital transformation of human resource management systems, which enables organizations to remain competitive in a dynamic business environment.

Keywords: HR digitalization; human resource management; analytics platforms; recruitment; employee training; digital transformation

H.M. ШМАТЬКО, М.В.КАРМІНСЬКА-БЕЛОБРОВА, В. КОСТИН, А.О.БЕЛОБРОВА РОЗВИТОК СИСТЕМИ УПРАВЛІННЯ ПЕРСОНАЛОМ ЗА УМОВ ЦИФРОВИХ ТРАНСФОРМАЦІЙ

Стаття присвячена дослідженню впливу цифрових трансформацій на систему управління персоналом у сучасних організаціях. Зростання ролі цифрових технологій у сфері HR спричиняє докорінні зміни в процесах рекрутингу, навчання, оцінки ефективності, мотивації персоналу та кар'єрного зростання. Актуальність дослідження обумовлена необхідністю адаптації організацій до нових умов і пошуку сучасних підходів до управління людськими ресурсами для підвищення їхньої ефективності та конкурентоспроможності. У роботі аналізуються ключові проблеми, що стоять перед системами управління персоналом, зокрема недостатня автоматизація, низький рівень залученості співробітників, комунікаційні бар'єри та дефіцит програм професійного розвитку.

Визначено основні напрями цифровізації HR-процесів, які включають впровадження аналітичних платформ (People Analytics), систем для управління навчанням (LMS), платформ для рекрутингу (LinkedIn, Workday) та інших інструментів, що дозволяють автоматизувати і оптимізувати HR-функції. Особлива увага приділена перспективам і трендам цифровізації в Україні, де багато організацій демонструють високу адаптивність до впровадження інноваційних технологій. Автори також висвітлюють рекомендації щодо впровадження цифрових систем управління персоналом. Зокрема, для ефективної цифрової трансформації необхідно здійснювати оцінку готовності організації до змін, вибирати відповідні технології, інтегровані з існуючими системами, і проводити навчання персоналу для підвищення цифрової грамотності та зменшення опору змінам. Ці заходи дозволяють значно підвищити ефективність систем управління персоналом, знизити витрати, поліпшити комунікацію між співробітниками та забезпечити безперервний розвиток персоналу.

У статті також зазначено, що впровадження цифрових технологій пов'язане з певними викликами, такими як висока вартість інтеграції, ризики порушення конфіденційності даних та необхідність перебудови організаційної культури. Попри це, переваги цифровізації HR значно перевищують можливі недоліки, створюючи перспективи для стратегічного розвитку бізнесу. Отримані результати підкреслюють важливість комплексного підходу до цифрової трансформації системи управління персоналом, яка дозволяє організаціям залишатися конкурентоспроможними у динамічному бізнес-середовищі.

Ключові слова: цифровізація HR; управління персоналом; аналітичні платформи; рекрутинг; навчання персоналу; цифрова трансформація

Introduction. Digital transformations significantly affect human resource management systems, changing the processes of recruiting, training, career growth, performance appraisal, and employee-company relationships. The digitalization of labor relations requires new approaches to implementing traditional human resource management mechanisms.

Analysis of the state of the issue. The development of a personnel management system in the context of digital transformations is an important topic in the context of modern changes in the global business environment. Every year, technologies play an increasingly significant role in all aspects of personnel management, and digital transformations are becoming a necessity for organizations seeking to remain competitive in the labor market. One of the main components of digital

transformation in HR is the implementation of automated recruitment systems and talent management platforms, which significantly reduce the time spent searching and selecting candidates. These tools use Big Data and artificial intelligence algorithms to automatically analyze resumes and predict candidate success based on previous performance. This significantly increases the accuracy and efficiency of the selection process, and also reduces the cost of administrative procedures.

In addition, digital technologies help create individualized employee development programs that take into account their personal needs and abilities. Performance monitoring systems allow for early detection of potential performance issues and real-time adjustment of development strategies. With the help of such technologies, HR professionals can more accurately plan

employee career trajectories, offering them learning and development opportunities in accordance with the needs of the organization.

At the same time, the digitalization of HR processes requires organizations not only technological readiness, but also changes in corporate culture. In particular, employees need to be ready to use new technologies, as well as adapt internal policies and procedures to integrate digital tools into their usual work.

For the effective implementation of digital HR technologies, it is necessary to ensure the integration of new systems with existing HR processes. This allows you to create a single ecosystem for the effective use of data and ensure convenience for employees and managers.

Digital transformation in HR is a complex and multifaceted process that requires both technological and organizational changes. Investments in the latest technologies allow organizations to significantly increase their competitiveness, reduce costs, and ensure sustainable development of personnel in conditions of constant change.

Task statement. The relevance of this study is due to the need to improve the personnel management system in the context of digital transformations, develop modern methods of personnel management, find effective ways to motivate and control employees, which is a key task for increasing labor productivity. After all, the introduction of digital technologies significantly changes the interaction of employees with clients and colleagues. This causes not only a change in work processes and methods of performing tasks, but also increases the impact on human resources management.

The task of the study is to outline the main problems of the modern personnel management system, consider different approaches to interpreting the term "digital personnel management" and provide practical aspects of implementing digital approaches in personnel management.

Research objective. The purpose of the research is to determine the directions of development of the personnel management system in the context of digital transformations, analyze the features and advantages of using digital technologies in the personnel management system, formulate the principles and conditions for creating personnel strategies as a result of the implementation of digital tools, as well as conceptually understand the new digital model of personnel management.

Analysis of the main achievements and literature. The work of many Ukrainian and foreign scientists is devoted to the study of various trends in improving activities in the field of personnel management, namely: N. S. Danylych, S. G. Rudakova and L. V. Shchetinina [1], V. M. Zhukovskaya [2], D. Leonard and B. Nelson [3], O. I., Kravchuk I.O., Varis I.O. Ryabokon [4] and others. At the same time, the impact of digital technologies on personnel management is increasing and accelerating, which requires the definition and assessment of personnel administration processes to create an appropriate HR strategy.

Presentation of the main material. It should be noted that digital personnel management is a set of

methods and technologies developed to support the personnel management process in the organizational system. The main engine of improving processes in the organization is the creation and use of innovations in the field of personnel management and understanding their importance for achieving the set goals.

The rapid development of digital technologies dictates the need for changes in traditional approaches to doing business, in particular the introduction of innovative digital tools in the field of personnel management. In the modern business environment, characterized by constant changes and a high level of competition, the digitalization of HR processes is becoming especially important. This helps to increase the competitiveness of organizations and allows them to occupy leading positions in the market in their industries.

Researchers such as S. G. Rudakova and others believe that previously HR was considered as a complex of all processes, then at this stage such processes as Talent Management, separately recruiting, performance management, planning, etc. have been distinguished. That is, key processes of personnel management have been distinguished, the evolutionary changes in which are aimed at optimizing costs and transactions related to the company's employees. At this stage, basic HR tools actively appeared, which simplified some processes and made it possible to compare the effectiveness of their functions [1].

V. M. Zhukovska believes that HR departments have a strategic role in implementing innovative digital solutions and providing training for all departments that handle large data sets [2]. D. Leonard and B. Nelson note that the development of digital data "is growing exponentially, not only in terms of the huge amount of data, but also in how companies use analytics to make strategic decisions." They also note that "data-driven companies are more productive and profitable" and that the task of managers is "to develop and maintain a culture based on digital data." The authors, comparing analytics methods with metrics, emphasize that a distinctive characteristic of Big Data analytics is the volume of all quantitative and qualitative data about people scanned [3].

Kravchuk O.I., and others believe that the digital transformation of personnel management is a complex task that involves the transformation of all business processes from manual documentation and execution to automated ones, the transfer of the most labor-intensive procedures and operations to a digital environment. This is an important part of modern personnel management, which uses digital technologies for effective management of people and processes. During digital HR transformation, changes should occur in three areas: digital workforce, digital workplace and provision of digital HR services [4].

The task of high-quality personnel selection is faced by any modern company. The competitive position of the company is largely determined by its personnel, which should be oriented towards gaining competitive advantages in education, capable of intellectual and professional development, development and implementation of innovations and creation of competitive products. Therefore, professional selection of

employees is the foundation of future success [5]. The personnel management system encompasses methods, approaches and technologies for working with personnel aimed at forming effective relationships and achieving defined goals. Without a clearly thought-out management system, it is impossible to create a cohesive and effective team. The choice of such a system depends on the organizational structure, which includes the composition, hierarchy, nature of interaction and distribution of responsibilities between units and management bodies. It is through these elements that labor relations related to the exercise of authority, the movement of orders and information occur. A systemic approach to personnel management involves the presence of a comprehensive structure that encompasses various subsystems that regulate such aspects of activity as the development of a personnel plan; the processes of hiring and firing employees; training and advanced training of personnel; conducting certifications and qualification exams; implementing a mentoring system and adapting new employees; promoting career growth; creating social conditions and working infrastructure for employees.

Successful implementation of these elements requires managers to have thorough knowledge in the fields of management, psychology and strategic planning.

In modern conditions, effective personnel management is one of the key tasks of any organization. Employee development serves as an important tool for achieving strategic goals and maintaining competitiveness. In this context, the formation of a personnel development system becomes especially relevant. Creating a system for personnel development plays a critical role in achieving a number of organizational goals:

- improving the professional knowledge, skills, and potential of employees;
- developing soft skills;
- enhancing the overall efficiency of both individual employees and the organization as a whole, as well as increasing labor productivity;
- strengthening motivation, loyalty, and employee engagement;
- building internal reserves for managerial positions.

However, it is important to note that the goals of training and personnel development differ depending on the interests of the organization and its employees. For employees, development is necessary to achieve the following objectives:

- improving professional skills and maintaining competitiveness in the labor market;
- expanding the range of competencies;
- adapting to new conditions;
- preparing for the execution of more complex tasks.

The key objective of personnel development is to improve employees' professional level and manage their career growth. To achieve this, it is necessary to create conditions and develop measures aimed at stimulating employees' motivation for continuous learning and skills development.

The process of personnel development is continuous in nature and includes the following areas: career development, which involves assisting employees

in setting professional goals and finding ways to achieve them, individual consulting, which offers a wide range of services for personnel development.

The key focus of personnel development lies in improving knowledge and skills in both professional and social spheres. This includes the development of hard skills (professional skills) and soft skills (socio-psychological skills, such as communication and leadership).

Global companies are increasingly focusing on the development of soft skills when selecting personnel, as their enhancement is a more complex and resource-intensive process. At the same time, the requirements for the level of soft and hard skills depend on the employee's position. For entry-level workers, professional skills are usually more critical, whereas for managers, priority is given to soft competencies.

Thus, when forming a talent pool or promoting employees, it is advisable to consider the presence of soft skills in candidates.

The modern HR system faces a number of challenges, caused by both external changes in the economic, social and technological environment and internal transformations in organizations. These problems cover a wide range of aspects: from outdated management models to new challenges related to digitalization.

One of the key problems is the insufficient adaptability of the HR management system to rapid changes in the external environment. Traditional HR processes, focused on a centralized bureaucratic model, often do not meet modern requirements for flexibility and speed of response to market challenges. This is manifested in the low ability of organizations to adapt HR policies to rapidly changing consumer needs, the competitive environment, or crisis situations. Another problem is the insufficient level of automation and digitalization of routine HR processes. A significant number of enterprises still use outdated management methods, including paper-based document management, the lack of a unified database for personnel accounting, manual calculation of performance indicators, etc. This leads to overloading of HR departments, delays in decision-making, and increased operating costs. Inefficiency in this area reduces the competitiveness of organizations and limits their ability to attract talented employees. Another important problem is the decrease in the level of employee engagement. In today's environment, employees increasingly expect employers to provide not only competitive salaries but also a comfortable working environment, opportunities for professional development, and a work-life balance. However, many organizations still fail to address these issues. Low employee engagement can manifest itself in increased turnover, reduced productivity, and conflict within teams.

Another important challenge is ensuring continuous learning and professional development for employees. Current trends, such as digitalization and automation, are placing new demands on employees' competencies. However, many organizations lack training programs that meet these requirements. Standard training and seminars are no longer able to meet employees' needs for the

flexible and digital skills needed to function effectively in the digital age.

In addition, communication barriers between employees and management are a significant problem. Insufficient openness of management, lack of transparent feedback and ineffective internal communication become causes of conflicts and misunderstandings. In modern conditions, when employees often work remotely or in a hybrid format, these problems are even more acute.

No less relevant is the problem of protecting employees' personal data. The use of digital platforms and cloud services for personnel management creates risks for information confidentiality. Companies should pay attention to the development and implementation of information security policies, but in many cases these issues remain ignored.

The use of digital tools in the field of human resources management is becoming increasingly widespread both internationally and in Ukraine. Digital HR technologies help companies around the world to effectively automate and optimize numerous aspects of human resources management, which allows them to reduce costs, increase efficiency and increase the competitiveness of organizations. Ukrainian companies are actively implementing these tools, in particular in the field of recruiting, training, employee performance assessment and analytics, which allows them to be more flexible and competitive [6].

Digital recruiting platforms are the main tool for selecting qualified candidates, and this is becoming standard practice in both international companies and in Ukraine. One of the most popular platforms worldwide is LinkedIn, which allows recruiters to find candidates, view their professional profiles, interact through a network of contacts and receive recommendations.

In addition, Workday is another popular platform used to automate recruitment and HR processes.

To address the Ukrainian market, large companies such as SoftServe and Luxoft are actively using LinkedIn to find specialists, especially in the IT sector. Such platforms allow them to attract qualified employees not only from Ukraine but also from abroad, which is especially important for global companies such as Ciklum, where recruitment is often carried out through international platforms.

People Analytics systems are used to collect and analyze data about employees, which allows companies to make informed decisions on hiring, assessing performance and developing personnel. Large international companies such as Microsoft and Google are actively using People Analytics to predict employee turnover, assess productivity and optimize HR processes. The use of analytics helps to predict which employees may leave the company, as well as optimize training and development processes. The use of learning management platforms (LMS) is one of the main directions in the digitalization of human resources management. International companies such as Deloitte use LMS to organize online courses, trainings and other training programs, which allows employees to independently develop their skills and qualifications[7].

Table - Use of digital tools in human resources management

Tool	Main functions	Examples of use in the international market	Examples of use on the Ukrainian market
Digital recruiting platforms (LinkedIn, Workday)	Candidate search, profile creation, recruiting through a network of contacts, posting vacancies.	Google, Siemens.	SoftServe, Luxoft, Ciklum.
Analytical systems (People Analytics)	Performance assessment, staff turnover forecasting, data analytics for management decision-making.	Microsoft, Google.	Luxoft, SoftServe.
Learning tools (LMS)	Management of training courses, tracking employee progress, access to online courses.	Deloitte.	SoftServe, Ciklum.

The table above shows that digital HR tools are actively used by both international and Ukrainian companies. The use of LinkedIn, Workday, People Analytics and LMS allows you to optimize recruiting, increase employee efficiency and ensure continuous staff development. Ukrainian companies, in particular in the IT sector, are significantly approaching international standards in the field of digitalization of HR processes, which allows them to remain competitive in the global market.

Analysis of data from Deloitte, a leading global provider of audit and consulting services, will help you understand how Ukrainian companies demonstrate a high level of readiness to use digital technologies in the HR sector. This creates the prerequisites for more effective HR management and ensures competitiveness in the global business environment.

The Global Human Capital Trends study presents key aspects of digital transformations in HR management, in particular in Ukraine. The results obtained emphasize the significant adaptability of Ukrainian organizations to changes in the HR sector, which is an important factor in the context of modern labor market challenges. Figure 1 shows a comparative analysis of the level of implementation of key HR initiatives in the field of human resources management in Ukraine and around the world according to the Deloitte Global Human Capital Trends study in 2023.

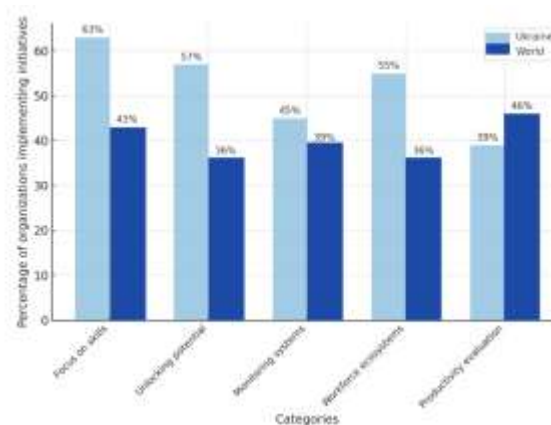


Fig. 1 Implementation of HR initiatives in the field of personnel management: a comparison of Ukraine and the world

world based on the Deloitte Global Human Capital Trends study, 2023 (developed by the authors based on [8])

One of the main trends is a shift in emphasis from job responsibilities to skills. In Ukraine, 63% of organizations implement an approach focused on employee competencies to effectively match them with work tasks. This indicator significantly exceeds the global average, which is 43%. This approach allows Ukrainian companies to better adapt to dynamic changes in the professional environment and anticipate future skills needs.

The second important trend is the use of technology to unlock the potential of employees. About 57% of Ukrainian organizations use digital platforms to structure areas of responsibility and solve strategic tasks, while in the world this indicator is only 36%. This indicates the desire of Ukrainian businesses to integrate innovative HR solutions to optimize processes and improve work efficiency.

Considerable attention is paid to the formation of dynamic workforce ecosystems. In Ukraine, 55% of companies actively involve freelancers in their work. The global average is 36%. This allows organizations to respond faster to changes in the business environment, expanding access to new competencies and talents.

Despite the positive dynamics, there are certain barriers to implementing digital HR solutions. The main obstacles, both in Ukraine and in the world, include insufficient speed of adaptation to changes, corporate culture, and the deficit of necessary competencies among employees and managers.

Overcoming these challenges requires active training and development of leadership skills in management, as well as a systematic approach to the transformation of organizational processes.

The following results of a study by Deloitte indicate that organizations in Ukraine and the world are paying more and more attention to technologies that support innovation and the development of human potential. In particular, the growing importance of generating ideas indicates the need to integrate creative approaches into HR processes. At the same time, the priority given to developing competencies and communications highlights the role of technology in ensuring employee cohesion and individual development. Such changes reflect general trends towards creating a more adaptive and innovation-oriented environment in human resources management.

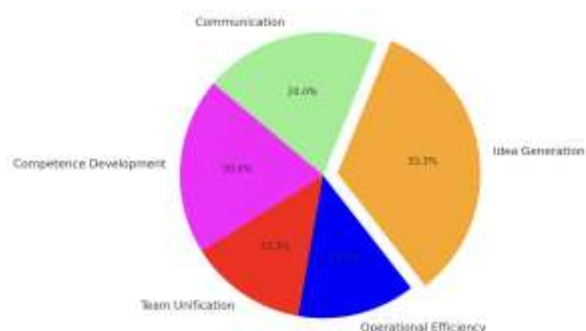


Fig. 2. Change in the priority of HR technology areas in 2-4 years based on the Deloitte Global Human Capital

Trends study, 2023 (developed by the authors based on [8])

Fig. 2 shows a change in the priority of various areas of technology application in the HR sector according to the Deloitte Global Human Capital Trends study, reflecting their importance in the strategies of organizations for the next two to four years. According to the data, the direction related to idea generation, which includes the development of new products, design and other innovative tasks, receives the greatest increase in priority. This indicates the growing importance of creative approaches in the work of the HR function, where innovation and creativity are becoming important components of the success of organizations in the future.

The next most important are areas related to communication and development of competencies. These areas involve creating opportunities for the application of unique human competencies, such as creativity and empathy, as well as optimizing communication processes in organizations. They are growing in importance, emphasizing the need to build effective interaction within organizations to support talent development and strengthen corporate culture.

Team building and operational efficiency demonstrate a moderate increase in priority. These areas remain important aspects of transformational processes in HR aimed at optimizing team work and increasing individual efficiency. They occupy a stable place in the strategies of organizations, ensuring their ability to adapt to changes and effectively achieve business goals.

Digitalization of the personnel management system is a key stage in the transformation of modern business, which allows to increase the efficiency of personnel management, reduce costs and ensure the adaptation of the organization to rapidly changing market conditions. This process includes the implementation of modern technologies for automation and optimization of personnel functions, which contributes to the creation of competitive advantages [9].

The main stages of HR digitalization are assessing the organization's readiness for change, selecting appropriate technologies, and training staff. The first stage involves analyzing the level of digital literacy of employees, existing business processes, organizational culture, and financial and technical resources, which allows identifying gaps in processes and developing a digitalization plan. The next stage involves selecting technologies that best meet the needs of the organization. Key tools include Applicant Tracking Systems, People Analytics platforms, Learning Management Systems, and communication platforms such as Microsoft Teams and Slack. Important selection criteria include integration with existing systems, functionality, scalability, and cost. The final stage is preparing staff for change, which includes training employees, informing them about the benefits of digitalization, and involving them in the implementation process. This approach helps reduce resistance to change and ensure successful adaptation to new tools.

Examples of the implementation of digital solutions demonstrate the effectiveness of their application. The use of artificial intelligence in recruiting allows you to

automate the selection of candidates and conduct preliminary interviews using chatbots. The integration of corporate platforms, such as Microsoft Teams, improves communication between employees and increases the effectiveness of teamwork. The implementation of digital approaches in the HR system has significant advantages, including reducing the time spent on routine tasks, increasing the accuracy of employee performance assessment, and increasing employee engagement through personalized approaches. At the same time, the digitalization process is accompanied by challenges, such as the high cost of integration, risks of data security breaches, and employee resistance to change. Despite these challenges, digital approaches open up new opportunities for improving HR processes, increasing productivity, and ensuring the competitiveness of modern organizations. Effective implementation of the digitalization of the HR system requires a systematic approach that includes assessing readiness, selecting technologies, training personnel, and adapting to new conditions. The advantages of this process far outweigh the disadvantages, creating prospects for business development[10].

Conclusions. Thus, digital transformations play a key role in the development of a modern HR system, which is due to the need to adapt to new challenges in the business environment, dynamic changes in the labor market and high competition. Modern organizations are forced to reconsider traditional approaches to HR management, implementing digital tools that provide process automation, increase employee efficiency and reduce operating costs. This process not only contributes to improving the functioning of HR systems, but also creates new opportunities for the strategic development of organizations.

Despite its numerous advantages, the digitalization of HR systems is accompanied by a number of challenges. One of the main problems is the insufficient level of automation in many organizations, where outdated management methods, such as paper document management or manual calculation of performance indicators, are still used. This leads to overloading of HR departments, delays in decision-making and increased costs.

Another challenge is the lack of employee engagement, which manifests itself in the form of increased staff turnover, reduced productivity and conflicts in teams. Employees expect employers not only to provide competitive wages, but also to create a comfortable working environment, opportunities for professional development and a balance between work and personal life. The absence of such conditions significantly reduces staff motivation.

An important problem is also ensuring continuous training of employees, since standard trainings and seminars no longer meet modern requirements. The lack of flexible and digital skills development programs creates barriers for employees to adapt to changes. In addition, the protection of employees' personal data remains a significant problem, especially in the context of the use of digital platforms and cloud services.

Research shows that Ukrainian companies are actively implementing digital tools in the field of personnel management, demonstrating high adaptability to new challenges. Significant emphasis is placed on the use of approaches focused on employee competencies.

For example, 63% of Ukrainian organizations use methodologies aimed at effectively matching employee skills with work tasks, which significantly exceeds the global average of 43%.

Ukrainian companies also pay attention to integrating technology to improve employee efficiency. For example, 57% of organizations use digital platforms to structure areas of responsibility and solve strategic tasks. The use of hybrid work models, which include the involvement of freelancers and contractors, allows you to quickly respond to changes in the business environment, attracting new talents.

Recommendations for digital transformation of HR provide a comprehensive approach that ensures the effectiveness of implementing innovations in the personnel management system. To successfully implement these transformations, organizations need to carefully assess their readiness for change by analyzing the level of digital literacy of employees, current business processes and available resources. Such an analysis allows you to identify key gaps that may become obstacles to digitalization, as well as identify areas that need improvement.

The next stage is the selection of appropriate technologies that best meet the needs of the organization. When choosing technologies, it is important to consider criteria such as functionality, integration with existing systems, scalability, and cost. This allows you to ensure the effective use of the selected solutions and their compliance with the company's long-term goals.

The final stage of HR digital transformation is employee training. This includes conducting trainings and information campaigns that help employees understand the benefits of digitalization, increase their digital literacy and reduce resistance to change. Informing employees about the benefits of new technologies and involving them in the implementation process play an important role in ensuring a successful transition to digital solutions. Thus, a systematic approach to HR digital transformation allows organizations not only to adapt to new conditions, but also to significantly increase the efficiency of HR management, contributing to their strategic development. In our opinion, the digitalization of HR systems is not only a challenge, but also a great opportunity for organizations. It allows you to optimize business processes, increase the efficiency of HR management and ensure competitiveness in a dynamic business environment. Although digital transformations are accompanied by certain difficulties, such as the high cost of technology implementation and data protection issues, their benefits far outweigh these challenges. The introduction of digital tools opens up new horizons for the development of organizations, contributing to the growth of their productivity and innovation.

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