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### **IMPROVEMENT OF THEORETICAL AND METHODOLOGICAL BASIS OF HR MANAGEMENT IN THE CONTEXT OF NEW TRENDS AND CHALLENGES**

The article presents the author's approach to improving the theoretical and methodological foundations of personnel management in a modern business environment based on the identified trends and challenges. An analysis of modern methods and approaches to personnel management is carried out. The results of a survey of respondents (managers) on those management technologies that are most effective for acquiring and retaining employees in order to maintain an environment that encourages employees to be long-term and stable loyal to the company are presented. The main characteristics of modern personnel based on the processing and analysis of analytical data in order to form a comprehensive strategy for the development of the company's personnel are summarized. The author's approach to defining the essence of the concept of "personnel management" is presented. A comparative analysis of the main concepts of personnel management that are actively developing in the XXIst century is conducted. It is substantiated that modern approaches to personnel management are built on the integration of strategic management and HR practices, which emphasizes the multidimensionality of the HRM sphere. The basic principles of management, which will allow to form a reliable, stable and effective system of personnel management in the company within the framework of the concept of continuous improvement, are proposed. The results of the study have a practical focus, since a competently constructed model of personnel management in the organization is able to ensure organizational success and stability of the organization in the modern business environment.

**Keywords:** personnel; HR management; management technologies; principles of personnel management; organizational sustainability; professional competencies; concept of continuous improvement

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### **УДОСКОНАЛЕННЯ ТЕОРЕТИКО-МЕТОДИЧНИХ ОСНОВ HR МЕНЕДЖМЕНТА В КОНТЕКСТІ НОВИХ ТЕНДЕНЦІЙ ТА ВИКЛИКІВ**

У статті представлений авторський підхід на удосконалення теоретичних та методичних основ управління персоналом в сучасному діловому середовищі на основі виявлених тенденцій та викликів. Представлений аналіз сучасних методів та підходів до управління персоналом. Презентовані результати опитування респондентів (менеджерів) щодо тих управлінських технологій, які є найбільш ефективними для придбання та утримання працівників, щоб підтримувати середовище, яке заохочує працівників на довгострокову та стабільну відданість компанії. Узагальнені основні характеристики сучасного персоналу на основі опрацювання та аналізу аналітичних даних для того, щоб сформулювати комплексну стратегію розвитку персоналу компанії. Представлений авторський підхід до визначення сутності поняття "управління персоналом". Проведений порівняльний аналіз основних концепцій управління персоналом, що активно розвиваються у XXI столітті. Обґрунтовано, що сучасні підходи до управління персоналом побудовані на інтеграції стратегічного управління та HR-практик, що підкреслює багатовимірність сфери HRM. Запропоновані основні принципи управління, які дозволять сформувати надійну, стабільну та ефективну систему управління персоналом в компанії в рамках концепції постійного удосконалення. Результати дослідження мають практичну спрямованість, оскільки грамотно побудована модель управління персоналом в організації здатна забезпечити організаційний успіх, стійкості організації у сучасному діловому середовищі.

**Ключові слова:** персонал; управління персоналом; управлінські технології; принципи управління персоналом; організаційна стійкість; професійні компетенції; концепція постійного удосконалення

**Introduction.** The interaction of complex factors has led to a paradigm shift in the practice of human resource management. Globalization, technological progress, changing social expectations have created numerous challenges that company leaders must address to ensure the efficiency and effectiveness of the company's human resource management. Strengthening the role of the human resource manager is a cornerstone of today. This requires a deep understanding of new trends, challenges and the development of innovative human resource management strategies.

**Analysis of recent research and publications.** An increasing number of modern scientific publications are devoted to the study of human resource management problems in the context of innovative changes. The main ones are talent retention (Davenport et al. [1]), self-efficacy and leadership (Sharmila & Sripirabaa) [2], new HR strategies (Boxall & Purcell) [3], improving HR management methods in certain industries: banking (Sengottaiyan et al.) [4], manufacturing (Sharmila & Sripirabaa) [2]. The achievements of scientists and practitioners in the field of HR management are the creation of a positive work environment, the development of leadership qualities in employees, the development of effective communication channels and feedback between management and employees, etc. [5-9]. However, the

problem of human resource management requires constant attention, since digitalization and the practice of remote work pose new challenges to HR managers.

**Formulation of the objectives of the article.** The purpose of the study is to improve the theoretical and methodological foundations of HR management in the context of new trends and challenges.

**Research methods.** The study used methods of logical generalization and comparison to identify trends; methods of analysis and synthesis, as well as text analysis tools for clustering methods and approaches to personnel management, graphical and tabular methods for presenting the author's research.

**Presentation of the main research material.** The function of human resource management is an important element of ensuring sustainable development and obtaining strategic competitive advantages for the organization. The change in the paradigm of human resource management is due to many reasons that have set new goals for human resource management departments (Table 1).

Table 1 - Comparison of views on the development of methods and approaches to personnel management based on an analysis of the positions of scientists and practitioners (with an indication of the contribution of the authors of this study)\*

Author and link to scientific publication and source	Prospects for personnel management in the context of research by individual scientists	Overall focus of the study (Systematized by authors)
Boxall P., Purcell J. [3]	The authors emphasize the critical importance of aligning HRM practices with the organization's overall strategy to achieve maximum effectiveness. They explore the various strategies and methods through which HRM can be used to achieve organizational goals.	<i>perspectives on strategic HRM</i>
Wright P. M., McMahan G. C. [5]	The authors discuss three main theoretical approaches: universalist, contingency, and configurational. They analyze the strengths and limitations of each perspective and provide insights into their practical application to improve HRM practices.	
Rousseau D. [6]	The author delves into the concept of psychological contracts and its implications for HRM. The author explains that psychological contracts are unwritten agreements between employees and employers, studying their types and how they can be managed effectively	<i>psychological aspects of managing employees and their talents</i>
Edison Anthony Raj I. A. [7]	The authors presented talent development strategies, stages of forming a talent management strategy to ensure coherence and interest of senior management in the organization	
Podgorodnichenko N., Edgar F. [8]	The authors characterize the role of HRM in the development of sustainable organizations	<i>peculiarities of personnel management to ensure the development of sustainable organizations</i>
Ren S., Jackson S. E. [9]	The authors analyze the role and significance of institutional entrepreneurship in HRM for the sustainable development of business organizations	
Iershova N. Y. at all [10]	The authors cite the connection between the social component of the competitiveness of the business model and provide the basis for management approaches	
Davenport T. H., Harris J., Shapiro J. [1]	The authors provide evidence that data analytics can significantly improve HRM practices by identifying high-performing employees, predicting turnover and developing effective training programs	<i>the role of data analytics in HRM</i>
Iershova N. Yu., Ren Wei [11]	The authors conduct research on digitalization and its impact on human resource management	

\* developed by the authors on the basis of [1, 3, 5-11]

The results of the study of methods and approaches to personnel management (Table 1) showed that the view on human resources management has changed radically [12]. More and more attention is paid to digital technologies. Thus, in order to increase investment in AI, Intuit reduced about 1800 jobs. Similarly, having announced a focus on the field of AI, Cisco Systems (CSCO.O) and Advanced

Micro Devices (AMD.O) announced staff reductions. This explains the multidimensionality of the HRM sphere, which is associated with the recruitment, selection, retention and training of employees in the organization. Trends in the global implementation of digital HR practices in the activities of companies of countries and regions are presented in Fig. 1.

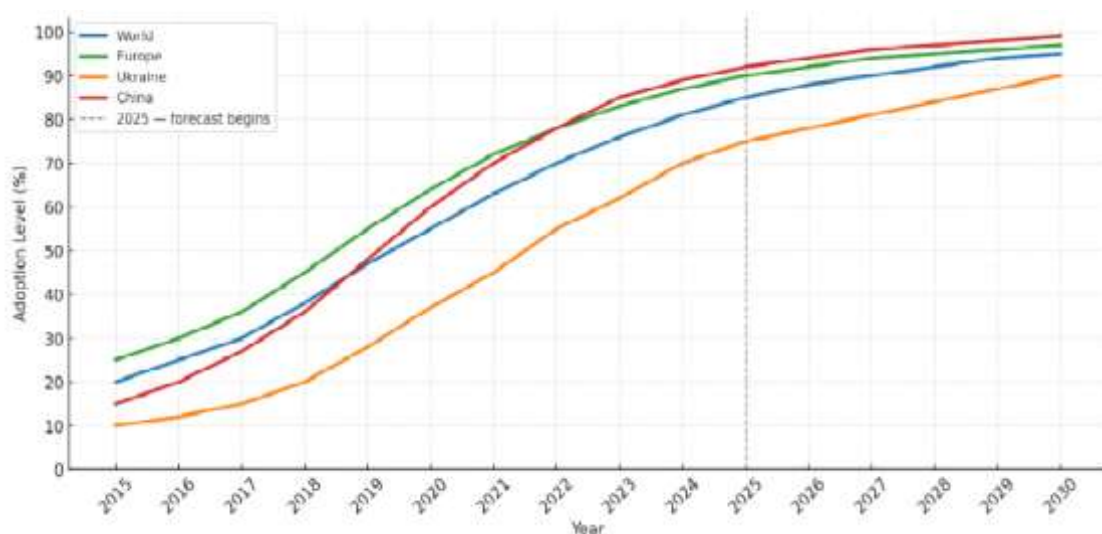


Fig. 1 – Global adoption of digital HR practices (2015-2030) with forecast\*

\* developed by the authors on the basis of [11, 12]

It shows that: China is projected to nearly reach full digital HR adoption by 2030. Europe remains a consistent leader. Ukraine continues its strong upward trend, closing the gap with global leaders. Changes in technology, the labor market and the socio-economic environment fundamentally change the characteristics of personnel. In Figure 2, the main characteristics of modern personnel are systematized based on the study and analysis [8, 13-17]. These characteristics determine the necessary changes in methods and technologies of personnel management.

Therefore, during the research and implementation of the scientific topic of the Department of Accounting and Finance, a survey of heads and managers of medium and small Ukrainian enterprises was conducted to obtain an evidence base. They were asked the following question: What management technologies do you consider to be the most effective in maintaining an environment that encourages staff to long-term commitment to the company? The answers are presented in Fig. 3. (number of respondents: n = 150).

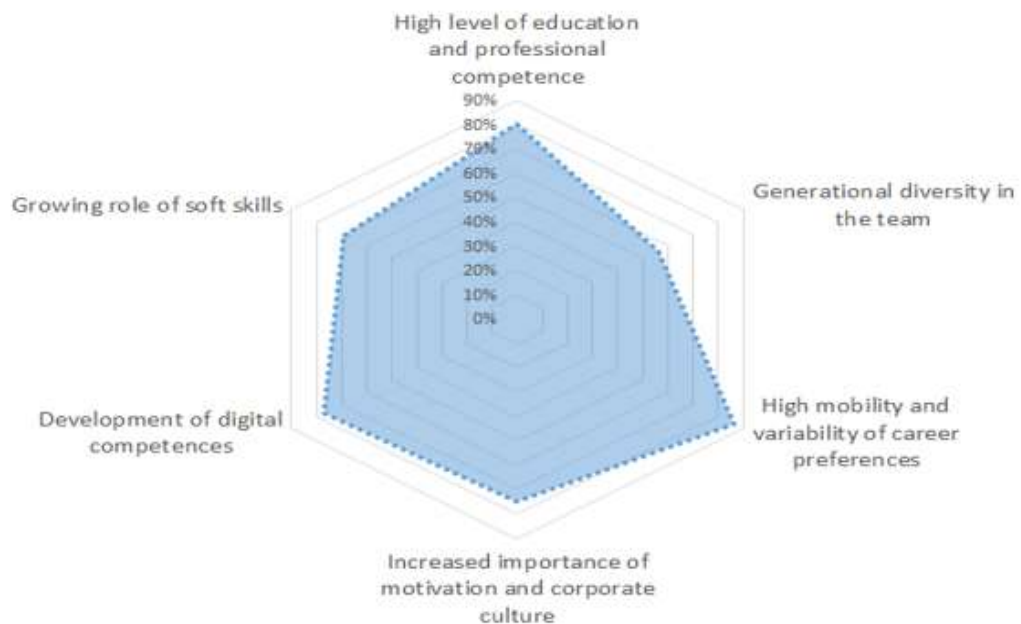


Fig. 2 - Main characteristics of modern personnel

\* developed by the authors on the basis of [12-14]

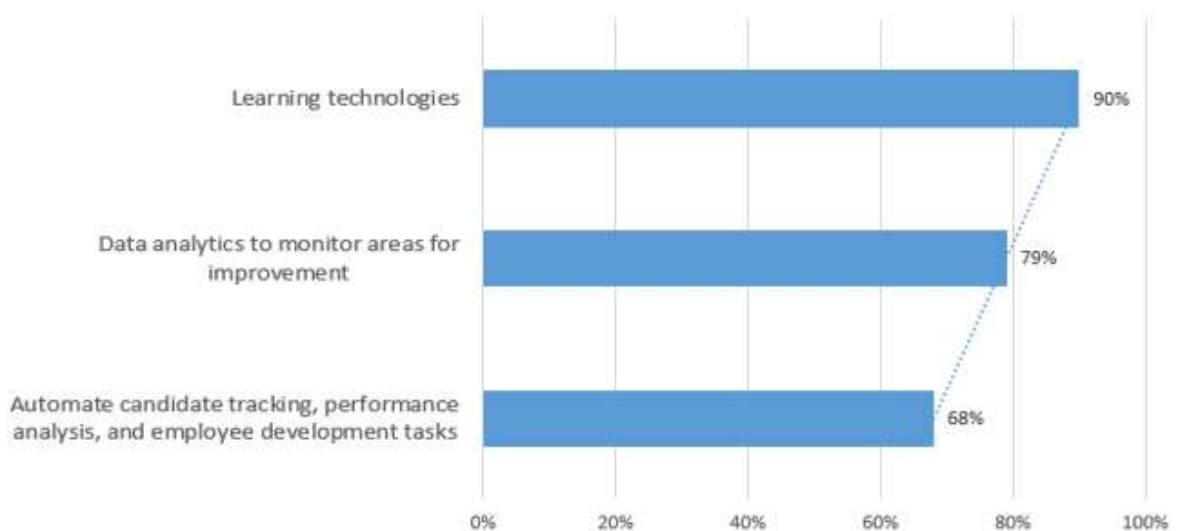


Fig. 3 – Develop a Comprehensive Talent Strategy

\* developed by the authors on the basis of [1, 4, 5, 8]

Based on the results of a detailed study of the theoretical material of the subject of this article, an analysis of the main concepts of personnel management, systematized parameters that characterize the features of each of them are presented in Table 2.

C) Preservation and development of key personnel and talents in order to form and maintain intellectual capital.

D) Development of leadership to improve corporate culture, strengthen internal communication, training and retraining.

Table 2 - Comparative analysis of the main concepts of personnel management that are actively developing in the 21st century\*

Concept	Goal	Methods	Benefits	Risks / Limitations
Human Capital	Improving efficiency through investment in personnel	Training, development, motivation, career planning	Long-term productivity growth	High costs, delayed effect
Competency-based Approach	Recruitment and development of employees based on key competencies	Competence models, assessment centers, 360° assessments	Increased accuracy of HR solutions	Difficult implementation, subjective assessment
Talent Management	Retention and development of high-potential personnel	Career tracks, mentoring, talent pool	Reduced turnover, continuity	Ignoring "ordinary" employees, elitism
HR Tech / Digitalization	Automation and analytics of HR processes	HRM systems, People Analytics, AI, chatbots	Reduced costs, accuracy, scalability	Dependence on IT infrastructure, personnel resistance
Agile HR and Flexible Employment	Rapid adaptation to change, flexibility	Scrum, Kanban in HR, remote work, flexible working	Increased engagement, innovation	Problems of managing flexible teams
Employee Experience and Well-Being	Improving employee experience	HR marketing, well-being programs, engagement surveys	Increased loyalty and productivity	Subjectivity, difficult measurement
DEI and ESG	Creating a sustainable and fair environment	Inclusion programs, eco-training, gender audit	Social responsibility, employer brand	Formalism, resistance to culture of change
Behavioral Economics in HR	Improving the effectiveness of HR policies through a behavioral approach	Gamification, nudging, "smart" incentive design	Increased motivation and initiative	Not always ethical, requires expertise

\* summarized by the authors based on [13-15, 17]

Depending on the management concept, the term "personnel management" has different meanings and functional load. The author's vision of the essence of the term in the context of new challenges is proposed as follows. Personnel management is a purposeful process of forming, developing and effectively using the human capital of an organization, combining strategic planning, digital technologies, motivational mechanisms and partnership interaction to achieve sustainable development and competitiveness. Unlike other approaches, the key emphases in this definition are as follows: a purposeful process — not random actions, but systematic activity, human capital — a resource that grows if invested in, strategic planning — alignment with business goals, digital technologies — modern tools (HR Tech, AI, analytics), partnership interaction — staff is viewed as an ally, not a subordinate, sustainable development — long-term effect, not a one-time benefit. Based on the generalized modern characteristics of personnel, we have proposed the basic principles of management that will allow us to form a reliable, stable and effective personnel management system in the company.

A) Adaptability for the purpose of flexibility. This requires changes in the organizational structure of the company, provision for remote employment.

B) Monitoring personnel costs. This involves the consistency of the number of employees, their productivity with the volume of activity, profit and profitability. Temporary termination of employment or reduction of ineffective positions, use of outsourcing, outstaffing is possible.

### Conclusions and prospects for further research.

Improving the understanding of the problems faced by specialists in the field of personnel management, as well as studying how the interests of researchers in the field of HRM are changing, allowed us to improve the theoretical and methodological foundations of personnel management in the context of new trends and challenges. The main characteristics of modern personnel are summarized and the author's vision of the essence of the term "personnel management" and the basic principles of management are proposed, which will allow forming a reliable, stable and effective personnel management system in the company. The prospects for further research in this area are to find algorithms and procedures for personnel management in the context of new trends and challenges.

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Received 10.05.2025

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