HR TECHNOLOGIES IN PERSONNEL MANAGEMENT: THE ESSENCE, FUNCTIONS, TOOLS

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Abstract

In modern conditions, personnel management for business entities is the most complex process that requires constant fundamental changes and improvements. Personnel for enterprises and organizations is a source of obtaining maximum profit by providing quality services, participating in the production process, and generating various ideas, ensuring appropriate competitiveness. That is why there are innovative technologies, mechanisms, systems, and tools for personnel management in the constant field of scientists' research. The article aims to reveal the essence of HR technology, its functions, and the tools it uses in personnel management in modern business conditions. The essence of the definition of HR technology in personnel management was disclosed, and different researchers' statements were compared, making it possible to form one's own author's approach. A comparative analysis of the functional approach of personnel management and HR technology was carried out. The classification of HR technology tools in personnel management at different management stages is proposed. The essence of HR technology in personnel management is revealed. It has been proven that in a significant part of scientific research, HR technology is considered software technology that automates and informs the personnel management process. An author's approach has been formed, where HR technologies are defined as a set of enterprise personnel management methods that function in a single information system and allow various tools to increase the efficiency of business entities. A comparative analysis of the functional approach of personnel management and HR technology was carried out. It is emphasized that among the main functions of HR technology is the training and development of personnel, which allows them to increase and improve their skills. It was determined that most HR software products are aimed at continuous training and self-development of personnel and evaluation of progress from these processes. It was determined that the classification of HR technology tools in personnel management is divided and used in the formation of the enterprise's image, in the selection and training of personnel, and personnel management based on outsourcing. The proposed classification of HR technology tools in personnel management allows us to comprehensively characterize the possibility of using different tools at different management stages.

Keywords: HR technologies in personnel management, digital transformation, tools, functions.

Statement of the problem in general. Managing personnel in the contemporary business landscape is an exceedingly intricate process that necessitates ongoing, fundamental innovations and enhancements. Businesses and organizations' workforces are pivotal elements in maximizing profits through delivering high-quality services, involvement in manufacturing activities, and generating diverse ideas, all of which contribute to maintaining a competitive edge. Consequently, exploring cutting-edge technologies, methodologies, systems, and tools for managing personnel remains a critical area of focus for researchers.

Analysis of recent research and publications. A considerable portion of scholarly work by Ukrainian researchers is dedicated to exploring personnel management via HR technologies. Notable contributors include O. M. Vaskiv, M. O. Godyaschev, V. M. Zapukhlya, V. I. Kyfyak, I. S. Kramarenko, Y. A. Stadnyk, and M. I. Stegnei. Nonetheless, the advent of digital transformation has broadened the scope and capabilities of HR technologies in managing personnel. This underscores the importance of conducting further studies to elucidate the core principles, functions, and instruments of HR technology in personnel management under the evolving conditions of modern business.

Formulation of the goals of the article (statement of the task). The article's purpose is to reveal the essence, functions, and tools of HR technology in personnel management in modern business conditions.

Presentation of the main material of the research. For national enterprises, navigating the complexities of personnel management is particularly challenging in the context of ongoing military conflicts across vast territories. The implementation and continuous extension of martial law intensify mobilization efforts, which, in turn, exacerbate the shortage of workforce as individuals are either drafted or voluntarily join the Armed Forces of Ukraine. This situation is further complicated by a significant migration of highly skilled professionals to other countries, with little anticipation of their return to Ukraine soon. Such dynamics lead to an acute scarcity of qualified personnel, progressively forcing domestic businesses to consider recruiting foreign labor to fill these gaps. In this critical period, it becomes paramount for companies to focus on retaining their existing employees to prevent exacerbating the already dire shortage of skilled labor in the future.

Considering these challenges, M. O. Godyaschev [1] emphasizes the importance of developing an effective personnel management system that is responsive and proactive in addressing both the generalized and specific issues businesses face today. Such a system should prioritize periodic investments in innovation and capital to foster the development of employees' labor potential, aiming to maximize their productivity and facilitate personal and intellectual growth. This approach is essential not just for enhancing the efficiency and competitiveness of the workforce but also for ensuring the sustainable development of the enterprise in a rapidly changing business environment.

Moreover, the unpredictable variability of external conditions necessitates a flexible and adaptive approach to personnel management. Enterprises must continuously monitor and adjust their strategies and methodologies in response to evolving business landscapes. This involves a comprehensive and systemic view of personnel management, treating it as an interconnected framework of elements, principles, functions, and resources all geared towards achieving strategic objectives.
Effective personnel management in the current climate demands a holistic and adaptable strategy that recognizes human capital as a critical asset. It calls for strategic investments in workforce development, a commitment to nurturing talent, and an agile approach to navigating the challenges posed by external factors. By adopting such a comprehensive strategy, enterprises can not only overcome the immediate challenges of personnel shortages but also lay the foundation for long-term success and resilience in the face of future uncertainties.

Considering the prevailing personnel shortages, business entities must adopt contemporary personnel management systems that leverage innovative technologies and tools. Such adoption fortifies and elevates the caliber of personnel management practices. In the context of Industry 4.0, digital transformation becomes an inescapable process for enterprises, extending to the domain of personnel management. Integrating innovative, digitally driven personnel management systems empowers leaders to enhance the quality of management decisions. This underscores the critical importance of employing HR technologies in personnel management to boost competitive edge significantly.

O. M. Vaskiv and Yu. A. Stadnyk highlight the rapid progression of advanced technologies and their increasing infiltration into all facets of economic and social life, including organizational management and business operations. They note that digital transformations reshape managerial practices, revolutionize change management, foster digital mindsets, and radically alter employee experiences. Existing HR technologies must be modernized to stay aligned with these changes.

Thus, the application of HR technologies in personnel management emerges as a vital requirement for the successful operation of businesses today. Given its strategic advantage, this shift away from standardized management towards HR technologies is increasingly favored by many company leaders.

The collective insights from various authors elucidate that HR technologies consist of a spectrum of personnel management methods aimed at evaluating and enhancing an enterprise’s “human resource”. These future-oriented methods are pivotal in sustaining high-skilled personnel availability through systematic training and motivational frameworks.

O. B. Korolenko and N. G. Kutova articulate that HR management represents a system of human resource management that synergizes human resources and information technology via specialized software solutions. These HR technologies, predicated on utilizing information technologies and associated software (whether bespoke for the entity or widely adopted), are witnessing an upsurge in Ukraine.

Overall, the concept of HR technology still needs to be explored in academic research. Typically, HR technologies are integrated into a comprehensive HR management system. This integration is pivotal, encapsulating personnel management practices geared towards the future, underscoring the ongoing quest for innovative personnel management methods. These endeavors are crucial for ensuring the availability of highly skilled personnel through an effective system of training and motivation, marking a significant stride toward enhancing organizational competitiveness in the modern business landscape.

Table 1

<table>
<thead>
<tr>
<th>Author</th>
<th>Concept</th>
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<tr>
<td>Vaskiv O. M., Stadnyk Yu. A. [3, с. 120]</td>
<td>HR technology is an umbrella term for software and related hardware to automate human resources in organizations. It includes employee payroll and rewards, talent acquisition and management, workforce analytics, performance management and benefits administration.</td>
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<tr>
<td>Volyanskaya-Savchuk L. V. [8]</td>
<td>HR technology is a mechanism for the interaction of managers at all levels of management with their staff to make the most complete and efficient use of the limited economic resources available in production, primarily the workforce, the labor potential of all categories of employees.</td>
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<tr>
<td>Kushniruk G. [9, c. 173]</td>
<td>HR management is the management of personnel with the aim of achieving such a level of labor productivity that will contribute to increasing the efficiency of the enterprise.</td>
</tr>
<tr>
<td>Kushniruk G. [9, c. 179]</td>
<td>HR technologies allow you to attract professionals to the business, provide for easy adaptation of personnel, delegation of individual tasks or a set of services, which specialists will be able to do better, because they have experience, have undergone the necessary training and can start performing duties immediately.</td>
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<tr>
<td>HR technologies [10]</td>
<td>HR technology is an umbrella term for all technologies used by HR teams to improve organizational performance.</td>
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Source: generated by the author [3, с. 120; 6; 7; 8; 9, с. 173, с. 179; 10].

Distinctively, HR technologies differ markedly from traditional personnel management in terms of their functionalities. Whereas conventional management practices encompass planning, organization, coordination, motivation, and control, the functionalities inherent to HR technologies are primarily designed to refine and enhance the overarching personnel management system.
A critical examination of the functional approaches between personnel management and HR technologies reveals that traditional management emphasizes planning, organization, coordination, motivation, and control. However, it is observed that the aspect of training often needs more attention from most managers. In contrast, contemporary HR technologies are predicated on the principle of ongoing training and self-education for employees, underscoring a fundamental shift towards continuous personal and professional development.

O. B. Korolenko and N. G. Kutova highlight several essential functions integral to the HR management of an enterprise, including:

1. identifying the skills and experience required for employees to perform their duties effectively, which aids in the recruitment of suitable candidates, setting appropriate compensation, and devising training programs;
2. establishing policies on health and safety, addressing employee grievances, engaging with trade unions, etc., thereby ensuring regulatory compliance;
3. conducting performance evaluations, which not only facilitate employee growth through constructive feedback but also provide benchmarks for promotions, career progression, and termination decisions;
4. recognizing and rewarding achievements, which serve as a motivational tool encouraging employees to align with business objectives;
5. promoting professional development to enhance productivity, reduce employee turnover, and minimize the necessity for oversight.

Fig. 1. Comparative analysis of the functional approach of personnel management and HR technology

Source: generated by the author

These functions delineate a strategic approach to HR management, positioning it as a critical component in developing a robust, efficient, and responsive personnel management system. By integrating these practices, enterprises can significantly improve their operational efficiency, foster a more engaged and motivated workforce, and ultimately achieve a competitive advantage in their respective industries.

It's crucial to highlight that a principal function of HR technology is training and developing personnel, aiming to enhance and refine their skills. This is why many HR software solutions focus on facilitating continuous training, self-improvement, and progress evaluation for employees.

One of the salient advantages of HR technology is its comprehensive and systematic approach to personnel management—from planning to the final phase of control—anchored in digitalization. This approach significantly boosts the transparency and effectiveness of management decisions while minimizing the impact of human bias. In today's personnel management landscape, amidst ongoing changes in labor laws designed to protect employees, an unfortunate rise in professional bullying by managers and employees has been observed. Such bullying has become a leading cause of employee turnover. Thus, modern HR technologies are an impartial arbiter in gauging personnel productivity levels. Moreover, by deploying diverse tools, HR technologies enable effective personnel management across all phases, from recruitment to the application of outsourcing technologies.

V. I. Kyfyak and V. M. Zapukhlyak emphasize that evolving business priorities necessitate the discovery of efficient tools for shaping organizational structures and managing personnel. This synergy can be achieved by integrating engineering and technical system tools into the management system, which are systematized and tailored for managing changes in economic systems through engineering methodologies. The advancement of this change management approach has given rise to HR engineering as a distinct management discipline.

Our investigation into the tools of HR technology in personnel management reveals a varied classification that spans the entire management spectrum. Accordingly, HR technology tools in personnel management are distinguished by their application in shaping the enterprise's image, recruiting, and training staff, and managing personnel through outsourcing strategies. This classification allows for a holistic portrayal of the diverse tools' applicability at different stages of enterprise management, underscoring the versatility and strategic importance of HR technologies in today's dynamic business environment.

Conclusions. The concept of HR technology in personnel management has been elucidated through this discourse, establishing that a considerable segment of scholarly work perceives HR technology primarily as a software solution designed to automate and digitize the personnel management process. An innovative authorial perspective has been developed, framing HR technologies as an integrated suite of methods for managing enterprise personnel within a unified information system. This approach facilitates the utilization of diverse tools to enhance the operational efficiency of business organizations.

A detailed comparative analysis between the traditional functional approach to personnel management and the modern HR technology framework has been conducted. A key finding from this analysis is that personnel training and development are core functions of HR technology. This function is pivotal for elevating and refining employee skills, emphasizing the importance of continuous training, self-improvement, and monitoring progress as central components of most HR software products.

Furthermore, the research delineates a specific classification for the tools of HR technology in personnel management. This classification is strategically segmented to address different facets of management,
Література.

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Abstract. 

In this article, the concept of HR-technologies in the management of personnel: definition, function, and instruments. In the modern economic world, personnel management for companies is a key stage in the processes, which involves not only the analysis of current and potential challenges but also the improvement of the quality of workplace. The effectiveness of personnel management is enhanced by the use of automated systems, which are able to track and improve the work of personnel. The use of HR-technologies at various management stages is a key element in the personnel management system. This classification not only underscores the multifaceted nature of HR technologies but also highlights their critical role in optimizing contemporary business entities' management and operational efficiency.
Маркетингова діяльність суб’єктів аграрного бізнесу: особливості управління та напрями вдосконалення

Білошапка Ю.М. Маркетингова діяльність суб’єктів аграрного бізнесу: особливості управління та напрями вдосконалення

Стаття присвячена обґрунтуванню основних елементів ефективної маркетингової діяльності та визначенню напрямів його удосконалення для суб’єктів аграрного бізнесу з урахуванням сучасних умов ведення бізнесу. В умовах сучасного ринку аграрні підприємства повинні активно вивчати попит, конкуренцію та змінювати свої підходи до виробництва, сприяючи впровадженню маркетингових інструментів, що здатні удосконалювати його наявне рівень. Маркетингова діяльність є більшою та залежить від різних аспектів. Важливість маркетингового аналізу, маркетингового планування, маркетингового дослідження та розробки маркетингових стратегій для аграрних підприємств має значний вплив на їх ефективність.

Ключові слова: маркетинг, управління, аграрний сектор, дослідження, стратегії.

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