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THE ESSENCE OF PERSONNEL MANAGEMENT AND HR MANAGEMENT METHODS IN MODERN ENTERPRISE OPERATIONS

СУТНІСТЬ УПРАВЛІННЯ ПЕРСОНАЛОМ ТА МЕТОДИ HR-МЕНЕДЖМЕНТУ В ДІЯЛЬНОСТІ СУЧАСНОГО ПІДПРИЄМСТВА

Summary. *Introduction. In the context of the transformation of Ukraine's economy, the digitalization of business processes, and increasing competition in the labor market, the issue of improving the personnel management system is becoming particularly significant. Modern enterprises are forced to operate in an environment of heightened uncertainty, rapid technological change, and continuous renewal of professional competencies. Under these conditions, personnel become a key factor of sustainable development, and the effectiveness of human resource management determines the organization's competitiveness.*

Traditional approaches to personnel management no longer provide the necessary flexibility and effectiveness. Therefore, the implementation of modern HR technologies is gaining increasing relevance, as they enable the automation of key HR processes, improve the quality of employee recruitment and evaluation, and support the development of employee potential through digital platforms and data analytics. The use of such tools makes it possible to respond quickly to changes in the external environment, optimize the performance of HR departments, and form an effective system of employee motivation and retention.

Purpose. The *aim of the study is to reveal the essence of personnel management in the activities of a modern enterprise, to systematize and scientifically generalize the main methods of HR management, and to determine their role in enhancing the effectiveness of personnel management and the competitiveness of the enterprise.*

Materials and Methods. The materials of the study include works by domestic and foreign authors who conduct scientific research in the field of personnel management and HR management, as well as publications in professional journals, regulatory acts, and analytical materials that highlight modern approaches to personnel management in enterprises.

In the course of the study, the following scientific methods were applied: theoretical generalization and grouping, analysis and synthesis, a systems approach, and logical generalization of results.

Results. As a result of the study, theoretical approaches to the essence of personnel management were generalized, and the role of HR management as a strategic factor in the effective functioning of modern enterprises was determined. It was substantiated that, under conditions of digitalization and increasing competition, personnel management is transforming from an administrative function into a system of strategic human capital management.

It was established that the modern model of personnel management is based on the principles of partnership, competence development, motivation, and employee engagement, which distinguishes it from traditional approaches primarily focused on control and regulation. The goals and objectives of HR management were systematized, and the feasibility of comprehensive application of administrative, economic, socio-psychological, and informational methods of personnel management was demonstrated.

Further research in this area. Prospects for further research should be linked to an in-depth analysis of the practical aspects of integrating modern HR technologies into the operations of Ukrainian enterprises, assessing the effectiveness of digital HR tools, as well as developing methodological approaches for creating flexible personnel management models in conditions of an unstable external environment. Particularly relevant is the study of the role of HR management in crisis management and ensuring the sustainable development of enterprises.

Key words: *human resource management* (HRM), *HR management, HR management methods, human capital, employee motivation, HR technologies enterprise efficiency*.

Анотація. *Вступ. В умовах трансформації економіки України, цифровізації бізнес-процесів та зростання конкуренції на ринку праці питання удосконалення системи управління персоналом набуває особливого значення. Сучасні підприємства змушені працювати в*

середовищі підвищеної невизначеності, швидких технологічних змін і постійного оновлення професійних компетенцій. У таких умовах саме персонал стає ключовим фактором стійкого розвитку, а ефективність управління людськими ресурсами визначає конкурентоспроможність організації.

Мета. Мета дослідження *полягає у розкритті сутності управління персоналом у діяльності сучасного підприємства, систематизації та науковому узагальненні основних методів HR-менеджменту, а також визначенні їх ролі у підвищенні ефективності управління персоналом і конкурентоспроможності підприємства.*

Матеріали і методи. Матеріалами дослідження слугують праці вітчизняних та зарубіжних авторів, які здійснюють наукові дослідження у сфері управління персоналом та HR-менеджменту, а також публікації фахових періодичних видань, нормативно-правові акти та аналітичні матеріали, що висвітлюють сучасні підходи до управління персоналом на підприємствах.

У процесі проведення дослідження були застосовані такі наукові методи: теоретичне узагальнення та групування, аналіз та синтез, системний підхід, логічне узагальнення.

Результати. У результаті дослідження узагальнено теоретичні підходи до сутності управління персоналом і визначено роль HR-менеджменту як стратегічного чинника ефективного функціонування сучасного підприємства. Обґрунтовано, що в умовах цифровізації та зростання конкуренції управління персоналом трансформується від адміністративної функції до системи стратегічного управління людським капіталом.

Встановлено, що сучасна модель управління персоналом ґрунтується на принципах партнерства, розвитку компетенцій, мотивації та залученості працівників, що відрізняє її від традиційних підходів,

орієнтованих переважно на контроль і регламентацію. Систематизовано цілі та завдання HR-менеджменту й доведено доцільність комплексного застосування адміністративних, економічних, соціально-психологічних та інформаційних методів управління персоналом.

Дослідження підтвердило ефективність використання сучасних HR-технологій, зокрема HRM-систем, аналітики персоналу та цифрових платформ навчання, які сприяють підвищенню продуктивності праці, зниженню плинності кадрів і зміцненню корпоративної культури. Перспективи подальших досліджень пов'язані з поглибленням практичних аспектів упровадження цифрових HR-інструментів та формуванням гнучких моделей управління персоналом в умовах нестабільного бізнес-середовища.

Перспективи. Перспективи подальших досліджень доцільно пов'язувати з поглибленим аналізом практичних аспектів інтеграції сучасних HR-технологій у діяльність українських підприємств, оцінюванням ефективності цифрових HR-інструментів, а також розробленням методичних підходів до формування гнучких моделей управління персоналом в умовах нестабільного зовнішнього середовища. Особливо актуальним є дослідження ролі HR-менеджменту в антикризовому управлінні та забезпеченні стійкого розвитку підприємств.

Ключові слова: *управління персоналом, HR-менеджмент, методи HR-менеджменту, людський капітал, мотивація персоналу, HR-технології, ефективність підприємства.*

Statement of the problem. In the context of the transformation of Ukraine's economy, the digitalization of business processes, and increasing competition in the labor market, the issue of improving the personnel management system is becoming particularly significant. Modern enterprises are

forced to operate in an environment of heightened uncertainty, rapid technological change, and continuous renewal of professional competencies. Under these conditions, personnel become a key factor of sustainable development, and the effectiveness of human resource management determines the organization's competitiveness.

Thus, improving the personnel management system through the application of modern HR technologies is a necessary condition for ensuring the stable development of an enterprise, increasing labor productivity, fostering an innovative corporate culture, and building long-term competitive advantages. This determines the high relevance of the chosen topic and the need for its comprehensive study.

Analysis of recent research and publications. The issue of effective human resource management (HRM) in enterprises is widely studied in contemporary Ukrainian scientific literature. A significant contribution to the development of theoretical and practical approaches to HR management has been made by domestic scholars such as L.V. Balabanova [1], V.Ya. Brych [2], A.M. Kolot [3], O.V. Krushelnytska [4], V.M. Luhova [5], and others.

Their works examine issues such as the formation of personnel policy, management of employee competencies, leadership development, motivational mechanisms, the effectiveness of HR technologies, and the digitalization of human resource management.

Among foreign authors whose ideas have significantly influenced the development of modern personnel management concepts, it is worth noting G. Dessler, F. Hédour, M. Armstrong, P. Drucker, and D. Ulrich, whose works are actively used by Ukrainian researchers in shaping contemporary HR management systems.

However, despite the considerable number of publications devoted to the study of human resource management and improving organizational effectiveness, the issue of integrating modern HR technologies into the practice

of Ukrainian enterprises remains insufficiently explored and requires further scientific analysis and practical implementation.

The purpose of the study is to reveal the essence of personnel management in the activities of a modern enterprise, to systematize and scientifically generalize the main methods of HR management, and to determine their role in enhancing the effectiveness of personnel management and the competitiveness of the enterprise.

Materials and Methods. In the course of the study, the following scientific methods were applied: theoretical generalization and grouping – to define the essence of personnel management and systematize HR management methods; analysis and synthesis – to identify the features of applying traditional and modern HR management methods in enterprise activities; a systems approach – to examine personnel management as an integrated system; and logical generalization of results – to formulate well-founded conclusions of the study.

Presentation of the main material of the research. Labor is a purposeful human activity aimed at transforming objects and resources to create material and non-material values, which ensures the satisfaction of both societal and individual needs. Labor serves as a fundamental form of human existence, a key sphere of human life activity, and a means of transforming both society and one's own personality through interaction with other people.

In essence, management is a form of organized human labor aimed at effectively satisfying people's needs through collective activity to achieve organizational goals while optimizing the use of all types of resources.

Human resource management is one of the key areas of management that determines the efficiency of an organization's operations, its competitiveness, and its ability to adapt to changes in the external environment. In the current context of globalization, economic digitalization, and increasing demands for the quality of products and services, particular attention is paid not only to

quantitatively staffing enterprises but also to the professional competence, motivation, engagement, and loyalty of employees to the organization.

Human resource management, in a broad sense, is a system of purposeful actions aimed at providing the organization with the necessary personnel, optimizing their performance, and developing employees' potential. This system encompasses all stages of interaction with employees: from recruitment and onboarding to development, performance evaluation, and the establishment of a motivation system.

In the modern approach to defining "human resource management," the primary emphasis is placed on the contribution of employees who are satisfied with their work to achieving the organization's strategic goals, such as increasing customer loyalty, optimizing costs, and improving profitability. This reflects a contemporary rethinking of the human resource management concept, where traditional, often adversarial relationships between employers and employees – characterized by strict regulation of labor processes – are being replaced by a new model of collaboration with a number of specific features.

Goals of enterprise HR management:

– ensuring effective recruitment and retention of personnel – selecting employees with the necessary competencies, creating a talent pool, and reducing staff turnover;

– developing employees' professional and personal competencies – training, upskilling, and developing leadership and communication skills;

– increasing employee motivation and engagement – creating an incentive system that combines material and non-material rewards, and fostering career development opportunities;

– optimizing the use of human resources – effective allocation of responsibilities, work-time planning, and increasing labor productivity;

– creating a positive corporate climate – developing corporate culture, supporting team collaboration, preventing conflicts, and resolving them constructively;

– supporting the achievement of the organization's strategic goals – leveraging human potential to ensure competitiveness, economic efficiency, and the implementation of business strategies.

Successful achievement of the set goals requires addressing a number of tasks (Fig. 1).

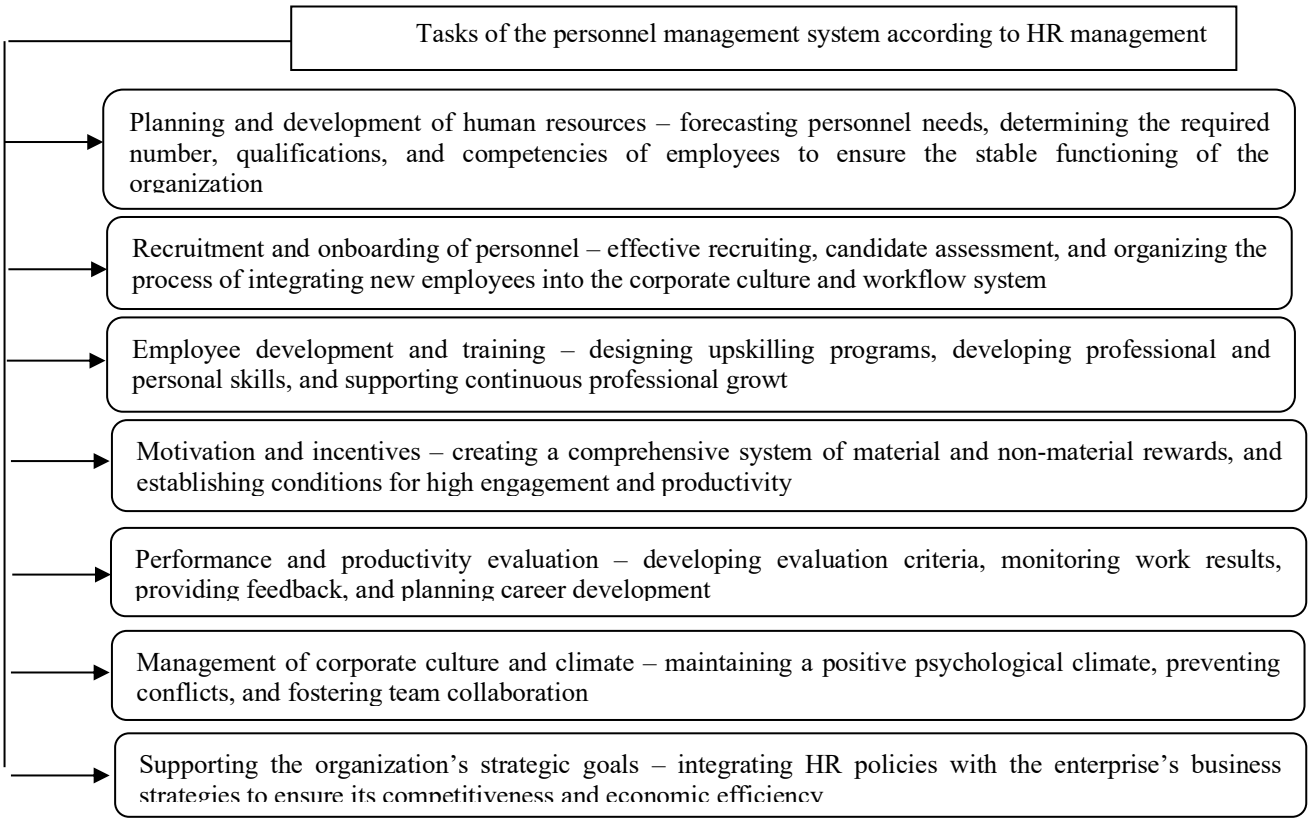


Fig.1. Tasks of the human resource management system in accordance with HR management

Source: compiled by the author

In a rapidly changing business environment, human resource management is acquiring a strategic character. Among the main modern trends, the following can be highlighted:

– integration of HR with business strategy – personnel are viewed as a key resource for achieving the enterprise's strategic goals;

– digitalization of HR processes – the use of automated human resource management systems (HRIS), data analytics, and electronic platforms for assessment, training, and motivation;

– flexible forms of employment – remote work, project-based employment, and freelancing are becoming part of the HR policy of modern enterprises;

– development of corporate culture and values – a key HR task is to create an environment where employees feel valued, supported, and have opportunities for professional growth;

– crisis HR management – modern companies must respond quickly to economic and social changes, optimize workforce size and structure, and maintain a positive psychological climate within the team [7].

Human resource management methods within HR management are a set of techniques, tools, and approaches used to influence employees and work processes in order to achieve the organization's strategic and operational goals. They include workforce planning, recruitment and selection, training and development, motivation and incentives, performance evaluation, as well as the application of modern HR technologies to optimize people management and increase productivity.

Modern human resource management is impossible without the use of digital technologies:

– HRM systems and platforms – automation of recruitment, personnel recordkeeping, and training management;

– HR analytics (People Analytics) – forecasting turnover, analyzing productivity, and optimizing resources;

– gamification of processes – engaging personnel through game elements in training, evaluation, and motivation;

– remote and hybrid work formats [9].

Contemporary HR management concepts are based on recognizing the growing role of the individual employee, understanding their motivational drivers, and being able to shape and direct them in accordance with the organization's objectives. In modern conditions, HR management methods can be classified according to various criteria (Fig. 2).

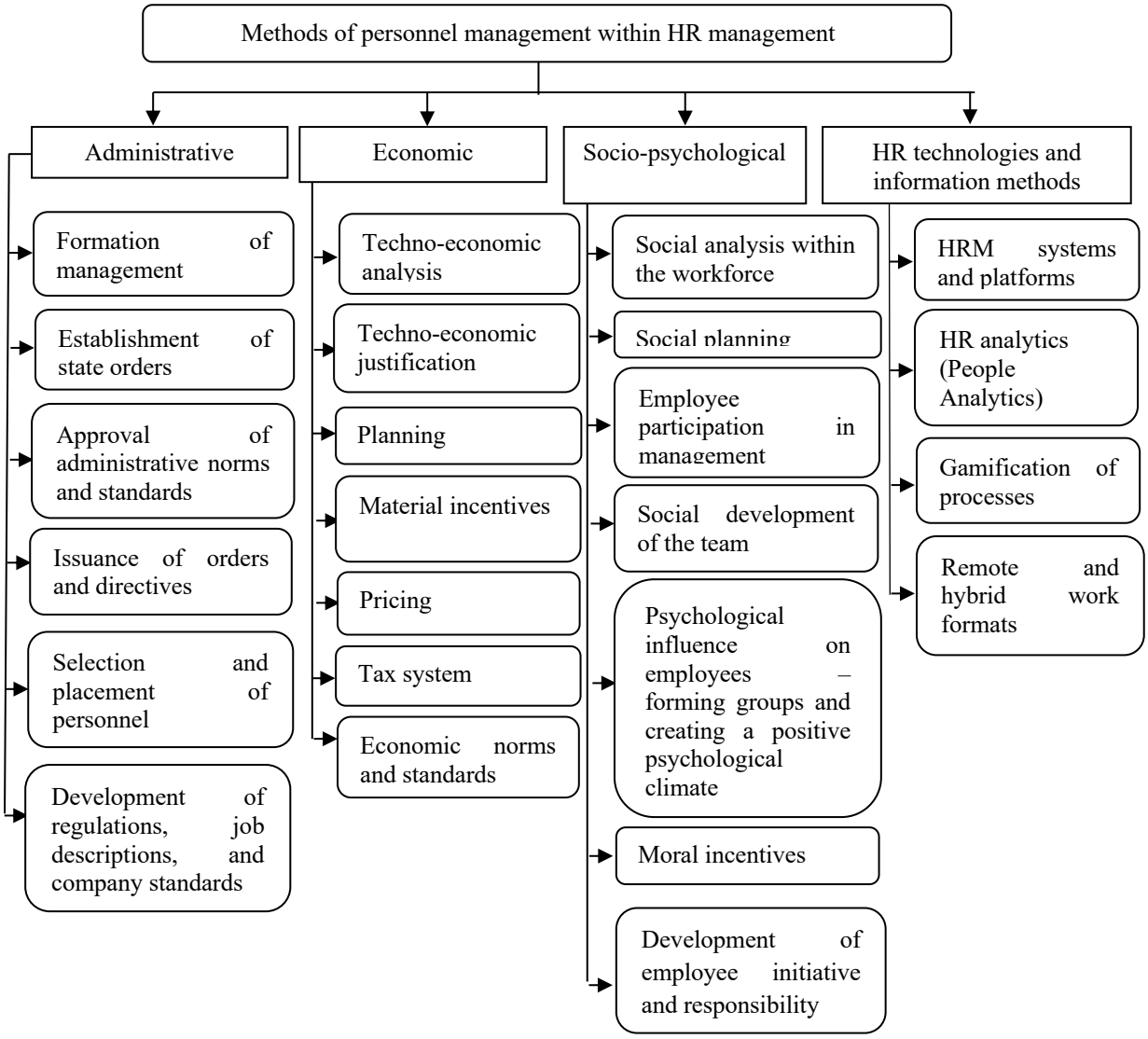


Fig. 2. HR management methods

Source: compiled by the author

Administrative methods in HR management serve as tools for direct influence on employees, based on the formal authority of management and adherence to corporate rules and procedures. They are aimed at fostering responsible employee behavior, maintaining discipline, and ensuring compliance

with established work standards. These methods help to organize work processes in a structured manner and provide clear frameworks for interaction among all team members, while simultaneously promoting the development of corporate culture and professional responsibility.

Economic methods in the HR management system are based on the rational application of economic principles and motivation mechanisms and are often viewed as tools for positive employee stimulation.

Salary is a key factor in labor motivation, as it represents the monetary equivalent of labor value and reflects the relationship between an employee's performance and their contribution to the organization's results. Through the compensation system, the HR department establishes transparent and fair reward rules that take into account the level of qualification, the complexity of tasks performed, and individual achievements.

Socio-psychological management methods in HR management are based on the application of social mechanisms – systems of interaction and communication within the team, consideration of employees' social needs, and an individualized approach to each employee.

Socio-psychological methods are the most subtle tools of influence, affecting both the team as a whole and individual employees. The skill of an HR manager lies in the careful, measured, and individualized use of these methods to achieve high employee effectiveness and foster the development of corporate culture.

Modern HR technologies are an integral part of effective personnel management in an organization. They allow for the automation of routine processes, improve the accuracy of managerial decision-making, and create a transparent system of interaction between employees and management. Such technologies include HRM systems for personnel recordkeeping, electronic platforms for recruitment and training, performance and potential assessment systems, and tools for coaching and competency development.

Information-based HR management methods provide for the collection, processing, and analysis of data about employees and processes, enabling the forecasting of workforce needs, evaluation of the effectiveness of motivation and training programs, and timely response to organizational changes. These methods include People Analytics, electronic employee satisfaction surveys, performance monitoring systems, and digital platforms for internal communication.

Conclusions of this research and prospects for further research in this area. The implementation of HR technologies and information-based methods enables the HR department to operate strategically, increase employee productivity, reduce turnover risks, and create conditions for the development of corporate culture.

For effective personnel management, an organization must clearly define its goals and develop a strategic development plan. Leading international companies pay special attention to strategic planning, as it affects not only the competitiveness of the enterprise but also the efficiency of employee performance.

Selected strategic goals determine the organization's action plan, which includes areas of development such as: expanding the production of core products and promoting them in established markets; creating new products and selling them in existing markets; entering new markets; diversifying production and sales activities, and so on. In accordance with the strategy, a personnel management model is developed, which ensures the achievement of set goals and maximizes the efficiency of the workforce.

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