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DOI <https://doi.org/10.26661/2414-0287-2025-1-65-17>**THEORETICAL AND ORGANIZATIONAL ASPECTS OF ENTERPRISE STAFFING****Mykhailichenko L.V.***Zaporizhzhia National University**Ukraine, 69011, Zaporizhzhia, Universytetska str., 66**lubomirmuhayluchenko@gmail.com**ORCID: 0000-0003-3545-0805***Key words:**

enterprise, personnel, staffing, staffing shortage, employee, employment, salary, migration, strategy, artificial intelligence (AI), war.

The theoretical and organizational aspects of staffing of enterprise are studied. It is proved that staffing is a system of principles, forms and methods of forming the necessary quantitative and qualitative composition of personnel and is aimed at improving human resources and its efficient use. The dynamics of the employed population in Ukraine is analyzed. It is shown that with the extension of martial law in Ukraine, the number of employees decreases annually, which is caused by both migration abroad and intentional unemployment due to the fear of mobilization among men of military age. It is substantiated that one of the most effective ways for Ukrainian business is to integrate artificial intelligence technologies into business processes, which will allow companies to compensate for the lack of personnel and obtain a qualified workforce capable of performing simple tasks. The article analyzes the staffing in Ukraine in the conditions of war. It is shown that the main problem of staffing in Ukraine is the lack of employees, which can lead to the decline of Ukrainian business. The regional structure of employment in Ukraine is analyzed. The number of open vacancies by type of economic activity is analyzed. The dynamics of the average salary of Ukrainians is analyzed. The share of artificial intelligence implementation in global industries is analyzed. A comprehensive strategy for the introduction of technologies into the activities of Ukrainian enterprises has been developed, which will compensate for the shortage of employees and reduce the impact of the growing personnel crisis.

**ТЕОРЕТИЧНІ ТА ОРГАНІЗАЦІЙНІ АСПЕКТИ
КАДРОВОГО ЗАБЕЗПЕЧЕННЯ ПІДПРИЄМСТВА****Михайліченко Л.В.***Запорізький національний університет**Україна, 69011, м. Запоріжжя, вул. Університетська, 66***Ключові слова:**

підприємство, кадрове забезпечення, кадровий дефіцит, працівник, зайнятість, заробітна плата, міграція, стратегія, штучний інтелект (ШІ), війна.

Досліджено теоретичні та організаційні аспекти кадрового забезпечення підприємства. Досліджено, що кадрове забезпечення являється системою принципів, форм та методів формування необхідного кількісного та якісного складу персоналу й спрямовано на вдосконалення кадрового потенціалу та ефективного його використання. Проаналізовано динаміку зайнятого населення в Україні. Досліджено, що з продовженням військового стану в Україні щорічно зменшується кількість працівників. Обґрунтовано, що одним із найбільш ефективних шляхів для українського бізнесу є інтеграція технологій штучного інтелекту у бізнес-процеси. Проаналізовано кадрове забезпечення в Україні в умовах війни. Досліджено, що основною проблемою кадрового забезпечення в Україні є нестача працівників. Проаналізовано регіональну структуру зайнятості в Україні. Проаналізовано кількість відкритих вакансій за видами економічної діяльності. Проаналізовано динаміку середньої заробітної плати українців. Проаналізовано частку впровадження штучного інтелекту у світових галузях промисловості. Розроблено комплексну стратегію щодо впровадження технологій в діяльність українських підприємств.

Statement of the problem

With the extension of martial law in Ukraine, the number of employees decreases annually, which is caused by both migration abroad and intentional unemployment due to the fear of mobilization among men of military age. These factors have an extremely negative impact on the staffing of Ukrainian companies, and almost all sectors of the economy are experiencing a significant shortage of personnel, which can lead to negative consequences for the economy and business in particular. One of the most effective ways for Ukrainian businesses is to integrate artificial intelligence technologies into their business processes, which will allow companies to compensate for the lack of staff and get a skilled workforce capable of performing simple tasks. The replacement of employees with artificial intelligence is especially relevant in the trade and service sector, which can be replaced by online assistants and chat bots. That is why the study of human resources in Ukraine in the context of martial law and the development of artificial intelligence technologies is a relevant topic for research.

Analysis of recent research and publications

The following scholars and researchers have studied the issue of staffing, such as: Boyko A. [1], Goncharova L. [2], Dashko I. [13-15], Demchenko O. [3], Zinchenko S. [4] and others.

Formulation of the article's objectives

To study the theoretical aspects of staffing, to analyze the general state of staffing of the Ukrainian economy and to propose strategies to increase the number of staff in Ukraine.

Summary of the main research material

In the context of a full-scale invasion of Ukraine, there is a need for an effective formation of a human resources system that covers many areas of activity at an enterprise and is an indicator of its development. The success and development of an enterprise will depend on the qualified organization of the personnel system [1].

Based on the analysis of scientific literature, it is determined that the staffing of the personnel management system means the necessary quantitative and qualitative composition of the personnel service of the organization [2].

Analyzing the work of Demchenko O., it is noted that staffing is one of the areas of personnel policy, the result of forming a staff that meets the tactical and strategic goals of the organization, aimed at improving the human resources of the organization [3].

Summarizing, we can say that staffing is a system of principles, forms and methods of forming the necessary quantitative and qualitative composition of personnel aimed at improving human resources and its effective use. This definition is more detailed and reveals the essence of staffing, because, firstly, formation means several processes depending on the stage of work with personnel. This can be a chain of search - selection - recruitment, i.e. the primary formation of personnel [4]. It can also be staff

development, i.e. further improvement of the staff, which leads to the unlocking of potential. Second, compliance with quantitative and qualitative criteria is important for the development of the organization as a whole. Thirdly, improving human resources is necessary to ensure that the organization has the right staff both now and in the future, which can be achieved not only by attracting new people, but also by developing and utilizing the potential of existing employees [5].

Thus, staffing is a system of principles, forms and methods of forming the required quantitative and qualitative composition of personnel aimed at improving human resources and its effective use. The stages of the HR system are as follows: personnel planning and forecasting, recruitment and selection of personnel, their development, control and evaluation. Each of them has its own peculiarities and characteristics [6]. Thus, personnel planning allows to develop requirements, criteria and forecasts within the framework of providing the organization with the necessary personnel; based on recruitment and selection, the best candidates are selected for positions; training and development allows to improve their skills; evaluation is aimed at identifying achievements, existing problems and developing possible ways to solve them. Thus, these stages contribute to providing the enterprise with the necessary labor force, which is an integral part of its successful market activity [7].

In the next part, it is proposed to analyze the human resources in Ukraine and propose a strategy for its improvement. In the context of martial law, Ukrainian companies face many problems related to staffing, because as the war unfolds on the territory of Ukraine and mobilization increases, the employed population decreases every year, which can ultimately become a serious threat to the development of Ukrainian business. In Fig. 1. shows the dynamics of the employed population over the past ten years.

Analyzing the data in Fig. 1, it can be seen that in Ukraine in the period 2022-2023, the number of employed people significantly decreased - 16.01% in 2022 compared to 2021, which was caused by the outbreak of war and the massive departure of Ukrainians abroad. Another reason for the decline in employment was the mobilization of men, which resulted in dismissals and most men switching to freelancing, which affected overall employment statistics. This situation on the labor market in Ukraine creates significant problems with staffing, as it is becoming increasingly difficult to find an employee, not to mention their qualifications.

In Fig. 2 shows the structure of employed workers by region of Ukraine.

Analyzing the regional structure of employment, we can see a change in the share of employed people in the regions that are geographically close to the combat zone and in the regions located in the Western part of Ukraine, which was actually caused by internal migration of Ukrainians.

Next, we propose to examine the number of open vacancies as of January 2025 by type of enterprise activity (Fig. 3).

Analyzing the data in Fig. 3 shows that the largest number of vacancies is in manufacturing and trade - 9899

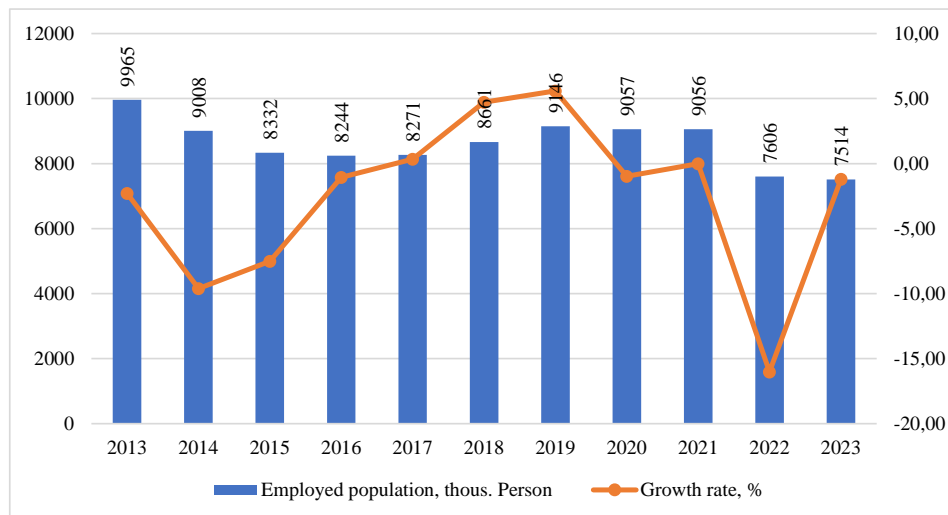


Fig. 1 – Dynamics of the employed population in Ukraine in 2013-2023, thousand people
Source: [8]

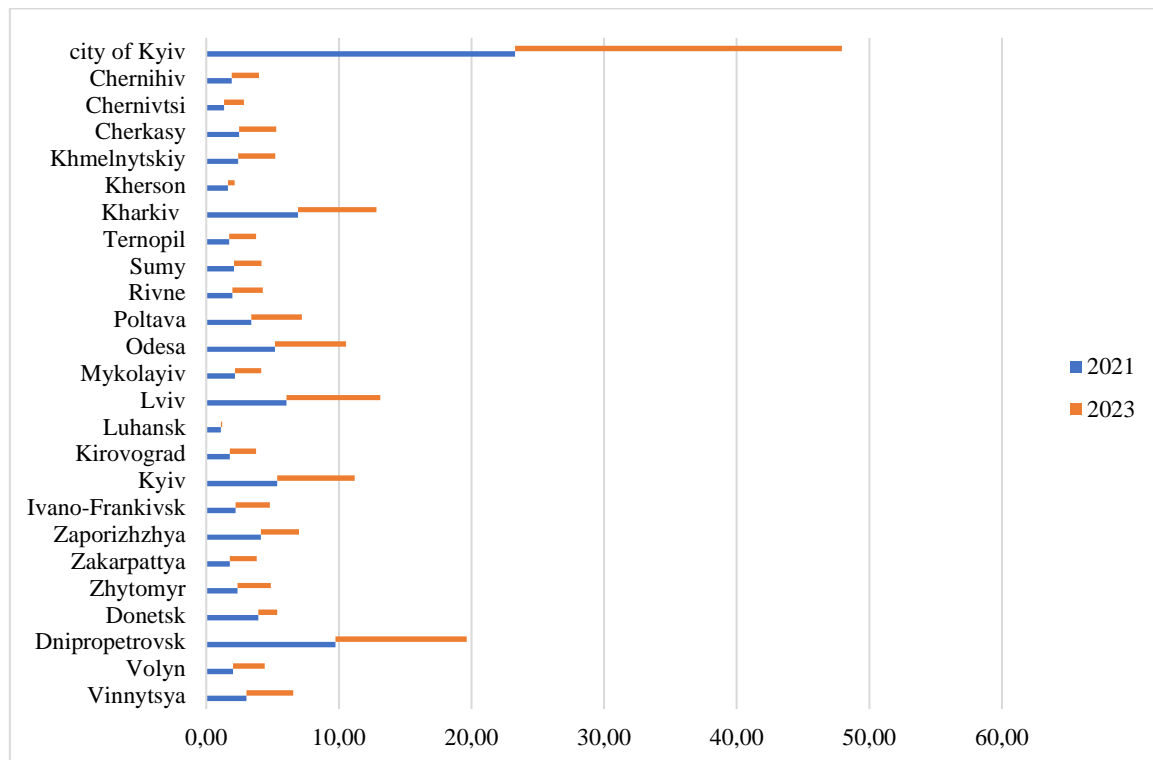


Fig. 2 – Regional structure of employment in Ukraine in 2021 and 2023, %.

Source: [8]

and 7299 vacancies, respectively. In fact, this deficit may deepen, which may negatively affect both the overall performance of the industry and the economy of our country.

As the staff shortage in Ukraine has grown, the average wage level has increased significantly, as shown in Figure 4.

The war in Ukraine has caused an increase in average wages, which arose against the backdrop of a growing staffing crisis and a lack of qualified personnel. Ukrainian

companies are forced to pay extra money, as it has become increasingly difficult to find an employee in Ukraine since the beginning of the war.

Therefore, it has been studied that the main problem of staffing in Ukraine is the shortage of employees, which can lead to the decline of Ukrainian business. To overcome this problem, it is recommended to use modern artificial intelligence technologies that will help to partially replace humans

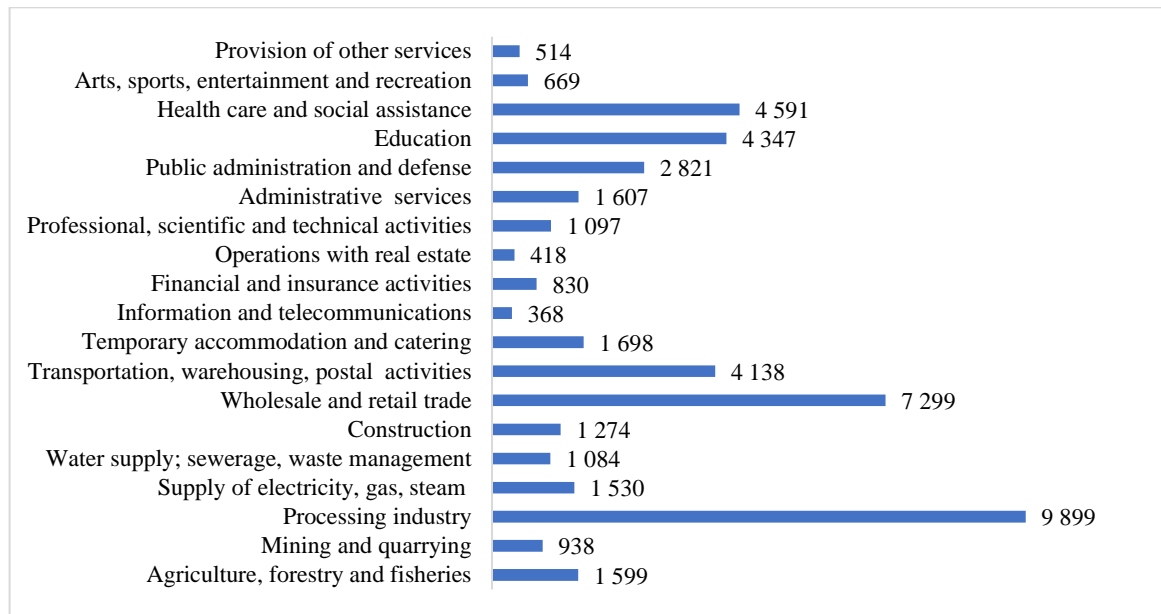


Fig. 3 – Number of open vacancies by type of economic activity as of January 2025, units

Source: [9]

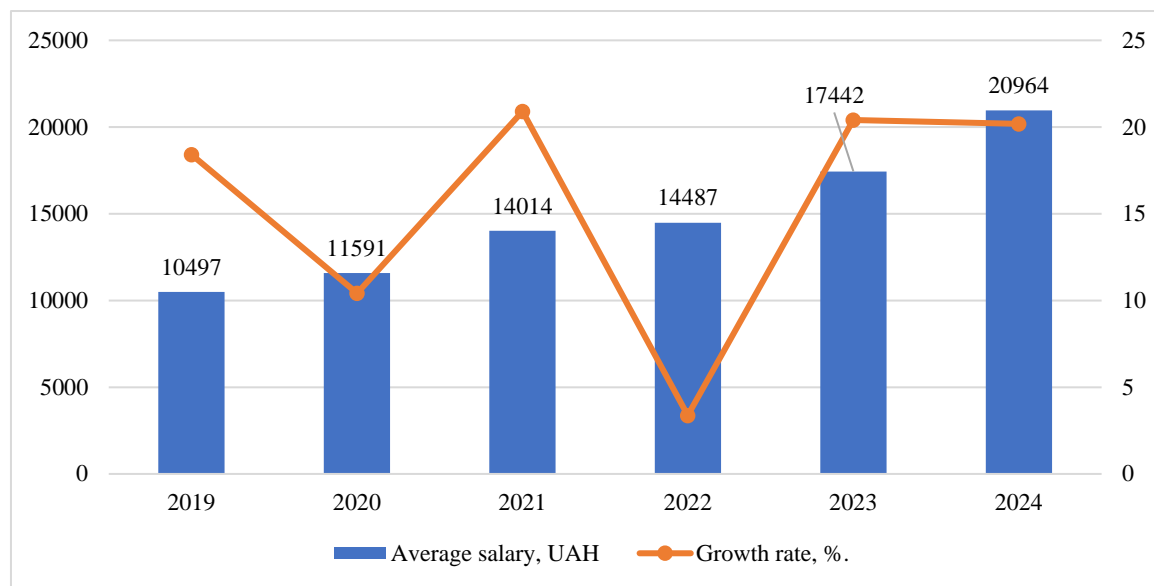


Fig. 4 – Dynamics of the average salary of Ukrainians in 2019-2023, UAH

Source: [10-11]

in certain operations and minimize staff loss. Today, most global companies are actively using AI to optimize human labor and reduce personnel risks associated with dismissal, retirement, and maternity. To do this, they replace human labor with AI, especially in such professions as operators, online consultants, and salespeople, and introduce chatbots to replace them. Based on a study of international companies, about 300 million people may lose their jobs as early as 2030 due to their replacement by artificial intelligence [12]. Figure 5 shows the share of AI integration in the economy.

Analyzing the data in Fig. 5, we see that AI is most integrated in the marketing and advertising (37%), technology

(35%), and consulting (30%) industries, where employees are complemented by chatbots that perform analytics much faster and better than humans can.

The development of AI is beneficial for Ukrainian companies and HR professionals, which will help overcome the human resources crisis in Ukraine and minimize the human resources risks that have arisen in the war. Fig. 6 shows the author's strategy for increasing human resources in Ukraine.

Thus, the proposed strategy for increasing staffing includes constant monitoring of the labor market situation in order to be prepared for any changes and respond to them in

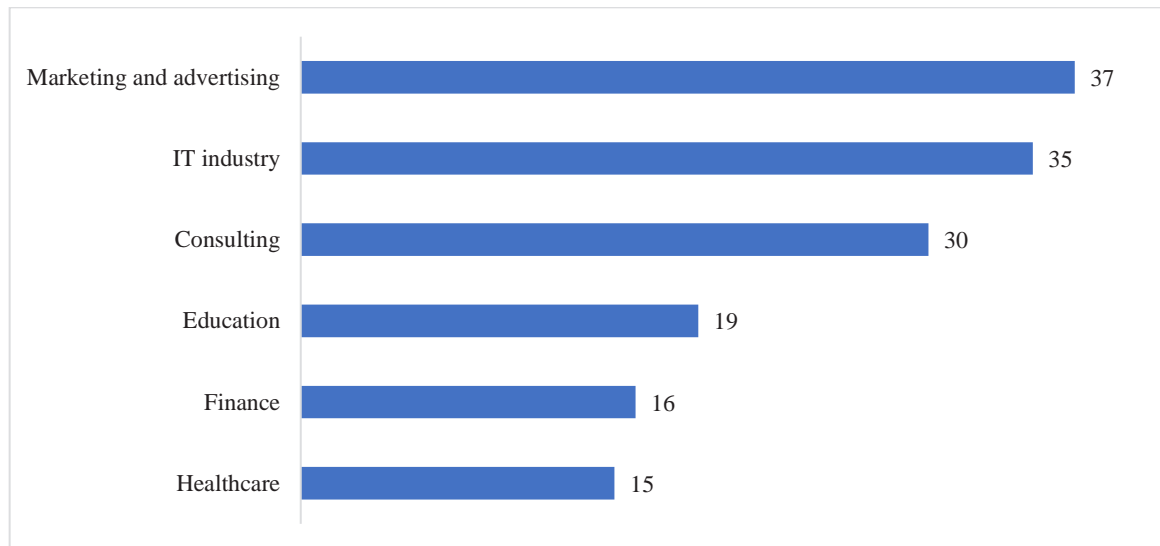


Fig. 5 – Share of AI adoption in global industries as of 2024, %.

Source: [12]

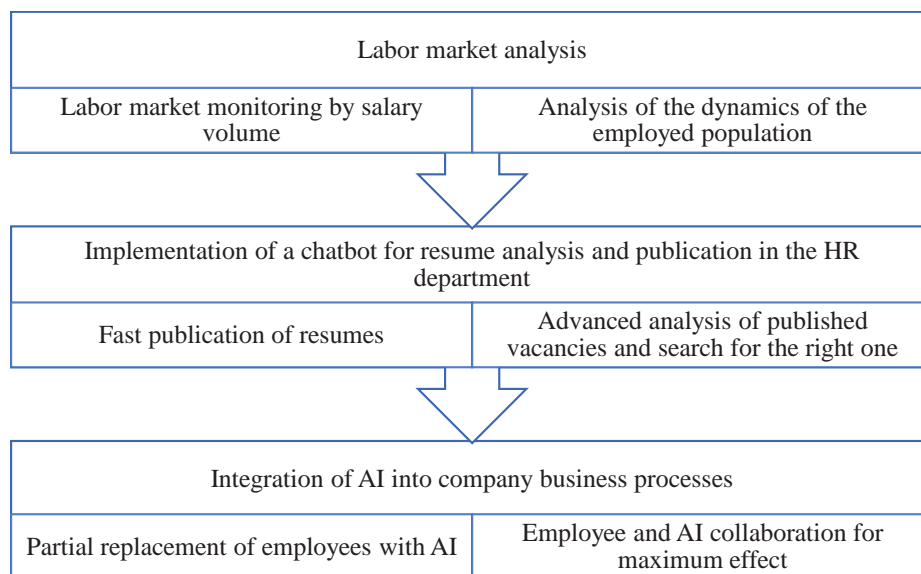


Fig. 6 – Strategy for increasing staffing in the context of martial law and technology development

Source: made by the author

a timely manner. The introduction of a chatbot in the company's HR department will allow employees to quickly publish resumes and search for the right employees for published vacancies, as human labor takes much longer than AI.

To increase the number of employees, Ukrainian companies should also start introducing AI into business processes, which means partial replacement of an employee with AI in the context of consultations, data analysis, forecasting, and other analytical work.

Conclusions

Thus, in the course of the study of staffing in enterprises, it was determined that the availability of qualified employees is the key to the successful development of the

company. Having studied the state of staffing in Ukraine, a significant deficit was identified, which in the future may have extremely negative consequences for both business and the economy as a whole. That is why the author has proposed a comprehensive strategy for increasing staffing, which aims to introduce technologies into the activities of Ukrainian companies that allow them to compensate for the shortage of employees and reduce the impact of the growing staffing crisis. Technology is one of the most effective ways to increase staffing, which will not only solve the problem of Ukrainian companies with the lack of employees, but will also allow them to optimize their business processes and improve their financial results.

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