

UDC 005.95:005.21]:[338.2:004]

DOI <https://doi.org/10.26661/2414-0287-2025-2-66-23>

MODERN CHALLENGES AND PROSPECTS FOR THE FORMATION OF A STRATEGY FOR WORKING WITH PERSONNEL IN THE CONTEXT OF DIGITALIZATION¹

Dashko I.M., Nikonchuk H.V.*Zaporizhzhia National University**Ukraine, 69011, Zaporizhzhia, Universytetska str., 66**irina.kfznu@gmail.com, annanikoncuk27@gmail.com**ORCID: 0000-0001-5784-4237***Key words:**

Personnel management strategy, digitalization, personnel, human resource management, HR tools, digitalization of management processes.

The article reveals the current challenges and prospects for forming a strategy for working with personnel in the context of digitalization. Attention is focused on the importance of adapting HR practices to the rapidly changing digital environment, which significantly affects approaches to HR management. The key factors that determine the success of the introduction of digital technologies in the field of human resources management are analyzed, in particular, the development of digital literacy skills among employees, the use of the latest HR tools to automate processes, as well as the integration of digital platforms for effective communication and teamwork. The potential of digital solutions to improve recruiting, training, performance evaluation, and maintaining a healthy climate in the organization is identified. The risks arising from insufficient preparation of employees for digital changes and the need to constantly monitor the results of technology implementation to ensure their effectiveness are revealed. Based on the analysis, recommendations are made for organizations seeking to optimize their HR strategy in the context of digitalization.

СУЧАСНІ ВИКЛИКИ ТА ПЕРСПЕКТИВИ ФОРМУВАННЯ СТРАТЕГІЇ РОБОТИ З ПЕРСОНАЛОМ В УМОВАХ ЦИФРОВІЗАЦІЇ

Дашко І.М., Никончук Г.В.*Запорізький національний університет**Україна, 69011, м. Запоріжжя, вул. Університетська, 66***Ключові слова:**

Стратегія управління персоналом, цифровізація, персонал, управління персоналом, HR-інструменти, цифровізація управлінських процесів.

Розкрито сучасні виклики та перспективи формування стратегії роботи з персоналом в умовах цифровізації. Акцентовано увагу на важливості адаптації кадрових практик до швидко змінюваного цифрового середовища, яке суттєво впливає на підходи до управління персоналом. Проаналізовано ключові фактори, що визначають успішність впровадження цифрових технологій у сфері управління кадрами, зокрема, розвиток навичок цифрової грамотності серед працівників, використання новітніх HR-інструментів для автоматизації процесів, а також інтеграція цифрових платформ для ефективної комунікації та взаємодії в колективі. Визначено потенціал цифрових рішень для покращення процесів рекрутингу, навчання, оцінки ефективності та підтримки здорового клімату в організації. Розкрито ризики, що виникають внаслідок недостатньої підготовленості працівників до цифрових змін та необхідність постійного моніторингу результатів впровадження технологій для забезпечення їх ефективності. На основі аналізу запропоновано рекомендації для організацій, які прагнуть оптимізувати стратегію роботи з персоналом в умовах цифровізації.

^[1] Disclaimer («Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.»)

Statement of the problem

In the modern realities of enterprises, the human factor is becoming increasingly important, along with technology and information, determining the level of their efficiency and competitiveness. Personnel development is an important component of the human resource management system. Despite the relative novelty of this concept, it is actively used in practice. Since employees' knowledge may lose relevance over time, it is necessary to ensure that it is constantly updated and improved in line with changes in the professional field. This makes it important to effectively manage personnel development both at the strategic level and as part of the day-to-day operations of enterprises.

Analysis of recent research and publications

The issue of staffing remains a key one in scientific research, as the quality of personnel directly affects the performance of enterprises and their competitiveness. A significant contribution to the study of the implementation of personnel development strategies in the context of digitalization has been made by such scholars as: Baluieva O. V., Snopenko G. V., Bey G. V., Sereda G. V. and Borysiak O., who consider innovative technologies in personnel management, in particular, automation of personnel processes. However, despite the in-depth analysis of the main aspects of HR management, the problem of managing quality processes in the field of HR management remains insufficiently addressed.

Formulation of the objectives of the article

The purpose of the article is to study the theoretical foundations of personnel development in the context of digital transformations and to develop recommendations for the practical implementation of this strategy.

Summary of the main research material

Human capital is the basis for the success of any organization. Its competitiveness depends on the level of qualification, initiative and responsibility of employees. Effective human resources management involves the continuous development of professional competencies, ensuring the flexibility of work organization, expanding opportunities for delegation of authority and forming partnerships between employees [5].

With the development of the economy, human resources management has become a strategic function requiring in-depth knowledge and experience. The main goal of the human resources management strategy is to form a cohesive, highly professional team capable of effectively implementing the overall goals of the organization and ensuring its long-term development [9].

The HR strategy has several key features: it has a long-term perspective, is closely linked to the overall strategy of the enterprise, and takes into account both internal and external factors of influence.

To effectively implement such a strategy, various tools are used, including personnel planning, development of personnel development programs, organization of training and career development, addressing social issues, and

motivation and reward systems. The HR development strategy is directly linked to both the HR management strategy and the overall management strategy of the organization.

An important basis is the overall strategy of the enterprise, which should be the basis for both the HR management strategy and the employee development strategy. The concept of personnel development covers a set of methods, tools and organizational structures aimed at improving the skills of employees, preparing them for new responsibilities, career advancement, formation of a personnel reserve and overall development of the enterprise [6].

Effective management of personnel development is possible only if it is integrated into the overall personnel management system and closely linked to its other functions. At the same time, the goals of employee development should be consistent with the strategic goals of the enterprise.

Thus, the main goal of human resources development is to provide the company with qualified employees who meet the requirements of its strategy and contribute to the achievement of its goals.

The HR development strategy covers a set of organizational measures aimed at ensuring effective human resource management. It includes personnel assessments to ensure industrial adaptation, performance appraisals, career planning, and stimulation of employees' professional development. Those responsible for making management decisions implement these measures to achieve the organization's strategic goals. The elements of the enterprise personnel development process are shown in Fig. 1.

The elements of the personnel development system may differ depending on the specifics of the enterprise. The structure of HR development management is largely determined by the size of the organization. For example, small businesses often do not need to create a talent pool, and the process of onboarding new employees is simpler and does not require special measures. In addition, the specifics of an enterprise's activities also affect the formation of a human resources development system. In particular, service businesses usually have a greater need for ongoing staff training. In such cases, customers evaluate not only the final result, but also the process of providing services, which must meet modern standards and be competitive [3].

Personnel development covers three main areas: personal, social and professional, the benefits of which are shown in Fig. 2. The formation of a staff development strategy becomes necessary under the influence of the following factors:

- reorganization, merger or acquisition of an enterprise;
- change in the strategic course of the organization, which requires new skills and qualities from employees
- the desire to strengthen market positions;
- identification of problems in the personnel management system;
- rapid obsolescence of knowledge, which requires regular updating of competencies;

– employees' desire for self-development and unleashing their professional potential.

The following conditions must be met for the successful implementation of the HR development strategy:

- the need for staff development both in the current moment and in the long term;
- an effective system of motivation for development, which involves determining the competencies and abilities of employees;
- personal interest of employees in professional and personal growth[4].

The development and implementation of a personnel development strategy in accordance with certain stages helps to ensure that employees meet the requirements of the organization's overall development strategy.

The development and implementation of digital technologies affects not only all spheres of human activity, but also the organization and methods of doing business, in particular through online services, electronic payments, e-commerce, crowdfunding and other innovative technologies [1].

Digital transformation is also leading to the emergence of new professions and requires new knowledge and competencies that employees must have in the digital economy. The main goal of this transformation is to improve existing industries and create new ones, as well as to increase the efficiency of various processes and spheres of life through modern technologies. Digitalization makes it possible to speed up decision-making, expand the variety of processes to meet customer needs, and reduce the number of employees involved.

In the context of digitalization, HR technologies are key to the implementation of organizational policies. They greatly simplify and speed up the collection and transfer of information, improve communication with employees, and reduce administrative burdens, allowing HR departments to focus on more important functions. Studies show that organizations that effectively use digital tools for HR management have significant advantages over those that do not [3].

In today's environment, human resource management issues are gaining strategic importance for organizations. High competition puts personnel in the center of attention as the main subject and object of management. Digital transformations in the economy create new opportunities for modernizing HR technologies, which can significantly increase the efficiency of the enterprise. Well-known digital technologies that have an impact on the HR sphere include artificial intelligence, virtual reality, big data, blockchain, external and online storage.

The introduction of these technologies into the HR management process can significantly improve the efficiency of this process, which in turn helps to increase labor productivity and strengthen the human resources potential of the organization. The use of artificial intelligence systems allows analyzing the skills, behavior, and activities of the most effective employees, and based on the data obtained, developing individual educational trajectories for staff.

The use of virtual and augmented reality in the learning process can significantly improve the quality of education, making it more interactive and interesting.



Fig. 1 – Scheme of the enterprise personnel development process
[developed by the authors]

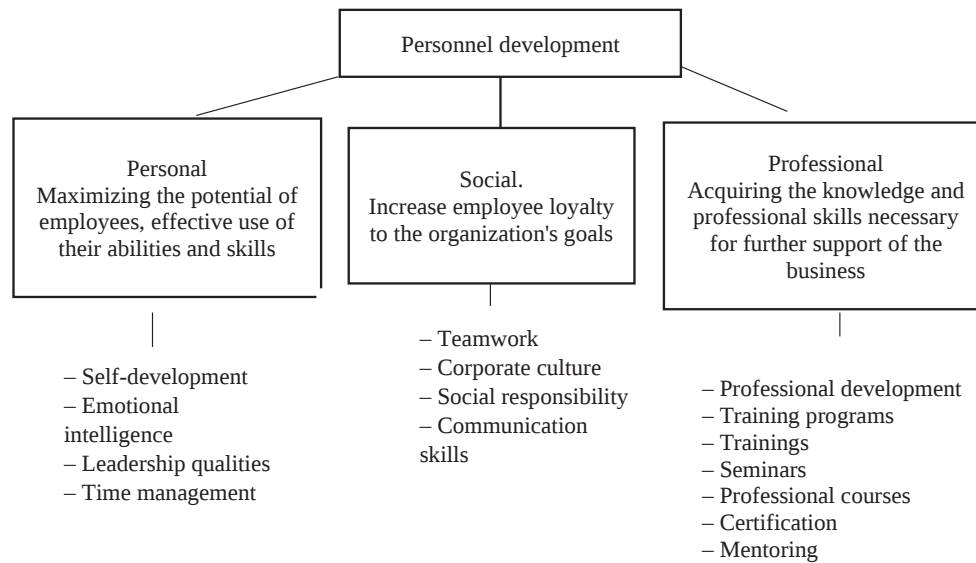


Fig. 2 – Benefits of identifying key areas of staff development.

[developed by the authors]

Modern digital technologies open up new opportunities for HR management, allowing you to simulate real-life situations in a virtual space. This ensures that employees are fully immersed in a learning environment where they can effectively practice their skills. Thanks to common technologies, information can be uploaded to the virtual space, giving every employee access to training materials. For example, online platforms can contain course catalogs and track staff performance [2].

The integration of blockchain technologies also has significant potential. They can be used to create services for storing resumes, certificates, diplomas, and professional achievements. This will significantly reduce the time required for HR professionals to search for candidates and verify the accuracy of their data.

The introduction of digital technologies in human resource management has a number of advantages. Automation and optimization of workflows reduce the workload of the HR department by providing specialists with effective tools for working with staff. In addition, HR management costs are reduced as many routine tasks can be automated using artificial intelligence. This is especially true for large companies, where digitalization allows reducing the number of HR employees and saving significant financial resources [5].

Digital systems also help minimize the impact of the human factor. Programs and applications work according to clearly defined algorithms, which reduces the likelihood of errors. They do not succumb to fatigue and do not depend on subjective factors, as can be the case with people.

Another important advantage is time savings. Software performs significant amounts of work much faster than humans. This frees up employees' time to perform more complex and creative tasks, while increasing the requirements for their qualifications. Thus, the introduction of digital technologies in the field of human resources

management contributes to increasing work efficiency, reducing costs and optimizing business processes, which are key factors in the successful development of the company.

The digitalization of HR processes offers significant benefits, but at the same time comes with certain disadvantages and risks. One of the key disadvantages is the relatively high cost of implementing digital technologies. Not all organizations have sufficient budget to modernize and automate HR processes. However, these costs should be considered as a long-term investment that can not only pay off in the long run, but also bring additional business profit [2, 3].

Another significant risk is the reduction of jobs requiring medium and low qualifications as a result of full automation of labor processes. In addition, the high cost of errors also remains an urgent problem. Even the most advanced technologies are not immune to failures, and an error in algorithms can cause both financial losses and loss of important information.

The digitalization of HR processes also increases cybersecurity threats. Information presented in the virtual space can be subject to cyberattacks. Therefore, ensuring reliable data protection should be a priority when implementing digital solutions. However, it is worth noting that organizations do not have to develop the necessary HR services and programs on their own. The market offers a wide range of ready-made digital products for HR, the number of which is constantly growing [4; 10].

In general, the introduction of digital technologies in the field of human resources management has significant potential. Digital transformation is one of the key factors that will affect the HR sector in the coming years. The use of digital tools helps to increase the efficiency of work with personnel, automate and modernize work processes, as well as optimize time and financial resources in solving HR tasks.

Conclusions

In today's realities, human resource management and the development of strategies for its development are becoming increasingly important. Digital technologies play a key role in this context. On the one hand, process automation is becoming a necessity to ensure security and stimulate economic development. On the other hand, it

creates new challenges and problems. In addition, there is a growing focus on ethical aspects of management, which forces business leaders to focus not only on short-term economic performance, but also on environmental responsibility, staff development, strengthening corporate culture, and implementing innovative business approaches.

References

1. Brych V., et al. (2020). *Transformatsiia systemy upravlinnia personalom pidpriemstv: Monohrafiia*. Ternopil: VPC "Ekonomichna dumka TNEU".
2. Bryntseva O. H., & Bilovus, O. S. (2018). Informatsiini tekhnolohii v upravlinni personalom pidpriemstva: suchasni tendentsii. *Sotsialno-trudovi vidnosyny: teoriia ta praktyka*, (1), 264–271. http://nbuv.gov.ua/UJRN/stvttp_2018_1_28
3. Briukhovetskyi Ya. S. (2021). Motyvatsiia rozvytku tsyfrovyykh navychok ta kompetentsii pratsivnykiv pidpriemstv. *Ekonomichnyi visnyk Donbasu*, (2)64, 216–222. [http://www.evdjournal.org/download/2021/2\(64\)/24-Briukhovetskii.pdf](http://www.evdjournal.org/download/2021/2(64)/24-Briukhovetskii.pdf)
4. Vinichenko I. I., Diachenko N. K., & Lapa, V. O. (2021). Informatsiine zabezpechennia upravlinnia kadrovym potentsialom ahrarnykh pidpriemstv. *Ahrosvit*, (5–6), 34–41. <https://doi.org/10.32702/2306-6792.2021.5-6.34>
5. Dashko I. M. (2021). Motyvatsiia personalu v systemi upravlinnia ekonomichnoiu efektyvnistiu trudovykh resursiv pidpriemstva. *Tavriiskyi naukovyi visnyk*, (10), 22–28. <http://tnv-econom.ksauniv.ks.ua/index.php/journal/article/view/203/200>
6. Vasylenko V. A., & Tkachenko T. I. (2002). *Stratehichniy menedzhment: Navchalnyi posibnyk*. Kyiv: TsUL.
7. Nykyforenko V. H. (2014). *Stratehichne upravlinnia liudskymy resursamy: Navchalno-metodychnyi posibnyk dlia samostiinoho vyvchennia dystsypliny*. Odesa.
8. Buzko I. R., Vartanova O. V., Nadion H. O., et al. (2009). *Stratehichne upravlinnia personalom pidpriemstva v umovakh suchasnoho rozvytku rynku pratsi: Monohrafiia*. Luhansk.
9. Cherep A. V., Dashko I. M., & Bekhter L. A. (2021). Osoblyvosti formuvannia ta realizatsii kadrovoi polityky pidpriemstva u sferi motyvatsii pratsi. *Efektivna ekonomika*, (2). <http://www.economy.nayka.com.ua/?op=1&z=8687>
10. Dashko I. M., & Mykhailichenko L. V. (2024). Tsyfrovizatsiia ekonomiky yak nova realnist Ukrainy v umovakh sohodennia. *Ekonomichnyi prostir*, (190), 237–241. <https://doi.org/10.32782/2224-6282/190-43> <https://prostir.pdaba.dp.ua/index.php/journal/article/view/1492>