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LATEST HUMAN RESOURCE MANAGEMENT PRACTICES: FUNCTIONAL FEATURES AND TRENDS

НОВІТНІ ПРАКТИКИ УПРАВЛІННЯ ЛЮДСЬКИМИ РЕСУРСАМИ: ФУНКЦІОНАЛЬНІ ОСОБЛИВОСТІ ТА ТЕНДЕНЦІЇ¹

The digital transformation of the economy and current challenges such as the pandemic and military aggression are fundamentally changing approaches to personnel management. Companies are forced to adapt to new conditions, such as remote work, the automation of HR processes, and the implementation of innovative technologies. In this regard, traditional HR approaches are gradually giving way to newer, more flexible, analytical, and human-centered practices. Human resource management in such conditions requires not just an update of tools, but a rethinking of the role of human resources as a strategic asset of the business. Human resource management in such conditions requires not just an update of tools, but a rethinking of the role of human resources as a strategic asset of the business. Highlighting new aspects of the relationship between technological innovations and human resources, and developing adaptation measures to the challenges of the digital age require systematization, thorough analysis, and improvement. The aim of the article is to investigate trends in the adaptation of human resource management practices to the challenges of the digital epoch.

Keywords: adaptation, human resources, digital transformation, HR practice, strategy.

Цифрова трансформація економіки, виклики сьогодення: пандемія, війська агресія, кардинально змінюють підходи до управління персоналом. Бізнес-компанії змушені адаптуватися до нових умов, таких як дистанційна робота, автоматизація процесів управління персоналом, впровадження інноваційних технологій. Суть трансформації економіки полягає в інтеграції цифрових технологій у сфери економічного життя, що змінює способи виробництва, обміну, споживання товарів, послуг, характер управлінських процесів. Сучасні практики управління людськими ресурсами еволюціонують у напрямку активного впровадження та постійного удосконалення цифрових інструментів. Традиційні підходи до HR поступово поступаються місцем новітнім, більш гнучким, аналітичним і людиноцентричним практикам. Управління людськими ресурсами в таких умовах вимагає не просто оновлення інструментів, а переосмислення ролі людського ресурсу як стратегічного активу бізнесу. Висвітлення нових аспектів взаємозв'язку між технологічними інноваціями та людськими ресурсами, розробка заходів адаптації до викликів цифрової епохи потребують систематизації, ретельного аналізу та удосконалення. Метою статті є дослідження та аналіз тенденцій в адаптації практик управління людськими ресурсами до особливостей цифрової епохи. У статті систематизовано сучасні напрямки розвитку системи управління людськими ресурсами. Висвітлено основні групи ризиків, що є наслідком цифрової трансформації економіки та впровадженням новітніх практик та інструментів управління ресурсами. Приведено приклад адаптації цифрових інструментів HR-практик до цілей та специфіки глобальної

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та вітчизняної компанії. Виконано порівняння традиційних та цифрових HR-практик, що наочно демонструє безперервність процесу адаптації функцій системи управління до умов цифрової економіки. Усвідомлення ризиків та розробка ефективних стратегій є ключовими для успішної цифрової трансформації системи управління людськими ресурсами. Це включає в себе ретельний вибір технологій, забезпечення кібербезпеки, навчання персоналу, розробку чітких процесів та постійний моніторинг ефективності впроваджених рішень.

Ключові слова: адаптація, людські ресурси, цифрова трансформація, HR практика, стратегія.

Formulation of the problem. In today's world, the digital transformation of the economy has radically changed approaches to human resource management. Organizations are forced to adapt to new conditions, such as remote work, process automation, the introduction of innovative technologies, and changes in work organization. All this changes the balance between human resource potential and the expected results of its implementation. Traditional approaches to HR management are gradually giving way to newer, more flexible, analytical and people-centric strategies and practices. Managing human resources in the context of digitalization requires not just an update of tools, but a rethinking of the significance of human capital as a strategic investment resource [8]. Companies that actively implement the latest HR practices gain competitive advantages through the attraction, development, and retention of talented professionals. Identifying new aspects of the relationship between technological innovations and human resources and developing measures to adapt to the challenges of the digital age are processes that require systematization, effective analysis, and improvement.

Analysis of recent research and publications. Research into the impact of digital transformation on the modern economy, its business processes, and socio-economic systems is the subject of research by domestic scientists: Koval O., Lyshak O., Kolomoiets Ye., Kravchenko M.O., Salabai V.O. [1–3]. The characteristics of business process transformations as a key factor for successful business development, and the features of the digitalization of the economy are presented in the works Yakushko I., Buhrimenko R., Smirnova P. [4, 5]. Innovations in human resource management are the subject of research by scholars: Chernikova N. M., Voronina V. L., Chebotarov K. H., Hubanov O. O. [6–8]. The use of electronic and digital technologies in human resources management is described in the works Sarkisian N., Rizvanova M. A., Koliadenko D. L., Zlenko A., Liashchenko Yu., Zlenko Ya., Kravchuk O. I., Varis I. O., Rubel K. O. [9–13].

Formulation of the purpose of the article. The aim of the article is to study the trends in adapting human resource management practices to the challenges of the digital epoch.

Presentation of the main material. The digital transformation of the economy consists in the deep integration of digital technologies into all spheres of economic life. This process entails qualitative changes in the methods of production, exchange, consumption of goods and services, as well as in the nature of management processes, forming a new paradigm of doing business [1; 2].

In the context of these global changes, human resource management (HRM) is not simply adapting, but actively evolving, becoming a strategic driver of organizational success. This evolution is manifested through the introduction and continuous improvement of digital tools that significantly transform traditional HR practices. The key trends that define the modern development of HRM can be systematized as follows:

1. Deep digitalization and automation of HR processes:
 - improving HR efficiency and productivity. Implementing digital tools allows you to automate routine operations such as administration, time tracking, payroll, leave management, and document management. This significantly optimizes HR processes, reduces errors, and frees up HR resources for more strategic tasks.
 - HR Tech. Development of cloud-based HRIS (Human Resource Information Systems), talent management platforms, e-learning systems (LMS), as well as artificial

intelligence (AI) and machine learning (ML) tools for recruiting, onboarding, performance evaluation and analytics.

2. Data-Driven HR:

- improving the quality of management decisions. Digital tools provide advanced HR analytics, providing management and HR professionals with objective data and insights. This allows you to make more informed and strategic decisions about hiring, training, development, employee retention, as well as forecasting staffing needs and turnover risks.

- Predictive Analytics. Using big data and AI to predict future HR trends, identify potential challenges and opportunities.

3. Shifting focus to Employee Experience (EX):

- talent Acquisition and Retention. Today's candidates and employees expect digital convenience, innovation, and a personalized approach. Digital tools improve the candidate and employee experience throughout the entire employee lifecycle (from onboarding to exit), helping to effectively attract and retain qualified talent.

- Personalization of development and learning. Thanks to digital tools, it becomes possible to develop and implement personalized training, development and career growth programs that take into account the individual needs, goals and potential of each employee as much as possible.

- Wellbeing and Mental Health. There is a growing focus on employee well-being, including mental health. HR systems help track satisfaction levels, stress levels, and offer appropriate support programs.

4. Flexibility and new work models:

- optimization of communication and collaboration processes. Digital platforms significantly improve internal communication, facilitate effective knowledge sharing, and enhance collaboration between employees, regardless of their geographical location (including hybrid and fully remote work models).

- Adapting to hybrid and remote work formats. HR systems provide tools for effectively managing distributed teams, monitoring productivity, organizing virtual meetings, and supporting corporate culture remotely.

- Flexibility of working conditions. The development of flexible schedules, part-time employment and the involvement of freelancers/gig workers requires HRM to adopt new approaches and tools to effectively manage various forms of employment.

5. Competence development and continuous learning (Upskilling & Reskilling):

- skills-based approach. Companies are increasingly focusing on the skills of employees, not just positions or experience. HR systems help identify skills gaps, develop retraining and upskilling programs.

- Continuous learning. Digital platforms allow for the implementation of micro learning, gamification, and integrated learning modules that ensure continuous employee development in line with changing market demands.

6. Compliance and cybersecurity:

- compliance automation. Digital systems automate processes related to compliance with labor laws, personal data protection requirements (GDPR, local regulations) and other regulatory norms. This minimizes legal risks and increases transparency of HR activities.

- Data Cybersecurity. The increasing volume and sensitivity of HR data requires enhanced cybersecurity and privacy measures.

7. Scalability and flexibility of HR systems.

- Digital HR solutions demonstrate high adaptability to the growth of the company's scale and provide the necessary flexibility in personnel management in dynamic and changing business conditions, allowing you to quickly respond to changes in the labor market and the organization's strategic goals.

These trends indicate that HRM is moving beyond administrative functions, transforming into a strategic business partner that actively uses technology to create an adaptive, efficient and employee-centric organization.

An example of adapting HR trends to the goals and specifics of global and domestic companies is given in the Table 1 [13–16].

For a deeper understanding of the evolution of human resource management in the modern economy, Table 2 presents a comparison of traditional and digital HR practices.

This comparison clearly demonstrates not only the integration of new technologies, but also a fundamental restructuring of approaches to working with personnel. It highlights the continuous process of adapting management functions to the dynamic demands of the digital economy, reflecting key changes in the methods of hiring, developing, retaining and evaluating employees.

Table 1

**Implementation of the main trends of HR management in companies
Google and Soft Serve**

Trend	Google	Soft Serve
Digitalization of HR processes	Own HRM systems, AI in recruiting	Internal HR platform, process automation
Flexible work formats	Remote and hybrid work	Hybrid, remote work, adaptation to war conditions
Employee Experience	Comfortable offices, culture of openness	Supporting employees, especially in times of crisis
Continuous training	Courses, coaching, access to external platforms	SoftServe University, менторство, сертифікації
People Analytics	Deep HR analytics, data-driven solutions	HR metrics, analytics for talent management
Inclusivity and diversity	Diversity & inclusion programs,, active diversity policy	Initiatives for women, veterans, IDPs
Mental health	Support programs, mindfulness, psychologists	Mental Health Support: psychologists, trainings, webinars

Source: grouped based on [14–16]

Table 2

Comparison of traditional and modern HR practices

HRM functions	Traditional HR practices	Digital HR practices
Recruitment of personnel	Resume, interview, personal meetings with the employer	AI- recruiters, online interviews, analysis of candidate behavior using artificial intelligence
Personnel evaluation	Periodic evaluation of results	Constant feedback, real-time KPIs
Motivation	Cash prizes, bonuses	Individual development programs, well-being, gamification
Learning	Seminars, trainings	E-learning, microlearning, adaptive learning through AI
Career and development	Formal certifications, career “ladders”	Internal talent market, flexible career paths
Communication	Orders, memos, instructions	Corporate messengers, digital platforms for feedback
Organization of work	Office, fixed work schedule	Hybrid/remote format, flexible work schedule
Performance analysis HR	Subjective assessments, computational statistics	HR- analytics, A/B tests HR, people analytics

Source: grouped based on [1–5; 13]

The digital transformation of the economy opens up many opportunities to improve the efficiency of HR practices. It helps optimize processes, improve decision-making, and increase employee engagement.

At the same time, this process generates certain risks that require attention and proper management. Table 3 clearly demonstrates the key opportunities and potential risks that arise for HR management in the context of digital transformation.

Effectively managing these risks, while capitalizing on opportunities, is key to successfully transforming the HR function and ensuring the sustainability of the organization as a whole. This requires HR leaders to think strategically, invest in technology, and develop human capital.

Conclusions. Understanding risks and developing effective strategies to manage them are key to a successful digital transformation of the human resources management system. This complex and multifaceted process requires not just the introduction of new

Table 3

Risks of digital HR practices

	Risk factors	Source of risk	Consequence
1	2	3	4
Technology risks	Cybersecurity and data privacy	Storing large amounts of personal data in digital format makes a company vulnerable to cyberattacks, data leaks, or unauthorized access.	Can lead to legal consequences, fines, and loss of employee trust.
	Technology implementation errors	Poor software selection, insufficient staff training, or poor integration of new systems with existing ones can	Can lead to ineffective HR practices, waste of time and additional financial costs
	Technology dependency and technical failures	Overreliance on digital tools can lead to problems in the event of technical failures, power outages, or internet connection issues.	Can lead to ineffective HR practices, waste of time and additional financial costs
	Data quality and reliability	Inaccurate, outdated or incomplete data in digital HR systems	May lead to wrong decisions in HR process management
	“Aging” of technologies	Rapid technological developments can cause implemented HR systems to quickly become outdated and require updating or replacement.	Additional costs for updating digital technology
Risks associated with the human factor	Employee resistance to change	Some employees may negatively perceive changes related to digital transformation.	Loss of HR management efficiency
	Insufficient level of digital literacy among employees	Lack of proper training for digital technology employees	Loss of effectiveness of digital tools and benefits of digital transformation
	Lack of “team” interaction in the team	Excessive use of digital communications can lead to a decrease in personal communication between employees and managers,	Negatively affects team spirit and corporate culture
	Insufficient adaptation to new management processes	The implementation of digital tools is often accompanied by changes to existing management processes.	Can lead to confusion, errors and reduced HR management efficiency
	Discrimination and bias	Algorithms used in HRM systems (e.g. for candidate selection or performance evaluation) can be prone to bias if they are trained on biased data	May lead to discrimination against an individual in the team

Continue table 3

1	2	3	4
Organizational and strategic risks	Lack of a clear strategy digital transformation	Lack of a clear HRM digital transformation strategy aligned with overall business goals	Can lead to chaotic technology implementation and inefficient use of resources
	Insufficient support from management	Lack of active support and involvement of senior management in the HRM digital transformation process	Possible resistance from management and limited funding
	Problems with the integration of different systems and digital tools	Using disparate digital tools that are not integrated into an overall system	Can lead to data duplication, inefficiency, and difficulty in analyzing information
	High cost of implementation and service support	Implementing and maintaining modern digital HRM systems can be quite expensive, especially for small and medium-sized enterprises	Economic inexpediency of implementing digital HR practices
	Changes in data protection legislation	The need to constantly monitor and adapt to changes in personal data protection legislation (GDPR)	May create additional complications and costs

Source: grouped based on [1–7, 9–13]

technologies, but a deep systemic restructuring. It involves careful selection and seamless integration of appropriate technology solutions, from modern HRIS to AI-based tools. At the same time, prioritizing cybersecurity and the confidentiality of sensitive employee data is becoming an essential requirement, as the reputational and legal risks in this area are extremely high. In addition, investments in human capital are critically important: this includes not only continuous training and development of staff to work effectively with new digital tools, but also fostering new HR competencies capable of analyzing data, predicting trends and managing change. Only through constant monitoring of the effectiveness of implemented solutions, their flexible adaptation to the changing needs of business and the labor market, as well as the ethical application of innovations, will the HR function be able to fully realize its potential in the digital economy. This will allow it not only to optimize internal processes, but also to finally become a strategic partner for business, actively contributing to the sustainable development of the organization and the formation of a highly effective, adaptive corporate culture.

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