

## Current trends and practices of HR management in the conditions of digitalisation of the economy

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■ **Abstract.** The study of HR management trends and practices in the context of economic digitalisation is crucial for effective adaptive personnel management, which will enhance organisations' competitiveness in the future. This article aimed to explore the trends and practices of HR management in enterprises under the conditions of digitalisation of the economy. The study employed methods of analysis and synthesis (analysing HR trends and practices, synthesising data on the impact of digitalisation on personnel management), systematisation and generalisation (systematising key HR management trends), abstraction (identifying general principles and approaches in personnel management), and formal logic (structuring the study and substantiating logical conclusions). The research examined technological advancements and social development dynamics that influence HR trends and transform human resource management. The growing role of HR functions was identified, and current HR trends were analysed. The findings demonstrated that organisations, under the influence of these trends, prioritise strategic directions such as hybrid work formats, work-life balance, HR process automation, employee well-being and mental health programmes, and investments in employee training and development. It has been established those digital technologies provide easy access to necessary resources and enable remote work, increasing productivity at both individual and organisational levels. The article highlighted both the positive and negative effects of digitalisation on HR management processes. For the successful integration of digital tools, the importance of meticulous planning was emphasised, considering potential threats and weaknesses to maximise opportunities and minimise risks, as well as recognising the crucial role of leadership in HR digitalisation. The practical significance of the study lies in justifying a comprehensive approach to HR practice implementation, where key factors include leadership, employee support, and readiness for continuous changes in the technological environment

■ **Keywords:** HR processes; digital transformation; personnel; talents; human resources; management; organisation

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## ■ Introduction

The processes of digital transformation are encompassing an increasingly significant part of the global economy, leading to significant changes across all spheres of society. Alongside new opportunities and prospects for social development, challenges are emerging not only in the economy and business, but also in public services, education, healthcare, social relations, careers, cultural shifts, and beyond. Digital transformation is not only limited beyond technological aspects, but also encompasses cultural, organisational, and strategic changes. The transition to a digital economy, dynamism, and the rapid innovative technological implementation presents businesses with complex challenges in seeking new, effective models for managing both operations and personnel. Human resources – their knowledge, skills, talents, experience, and intelligence – are the driving force of the digital economy. The use of digital technologies significantly impacts the entire employee lifecycle within organisations, including recruitment, hiring, onboarding, development, and offboarding. In this context, personnel management is the most dynamic subsystem of an enterprise, and a qualitative rethinking of management methods and technologies significantly impacts overall performance, emphasising the importance of studying the effects of digital economic transformations on this field of management.

The peculiarities of digital transformation, digitalisation of the economy, and digitisation itself are widely disclosed by scientists and practitioners across various economic sectors, as the changes driven by digital phenomena affect all spheres of society. In the study by V.S. Kuibida *et al.* (2019), the pivotal role of digital skills in enhancing the quality of human capital and competitiveness in the labour market was emphasised. The authors highlighted the necessity of integrating digital competencies at all levels of education to train professionals capable of adapting to technological changes. According to scientists, while the development of digital competencies has a positive impact on the labour market, contributing to productivity growth, creating new job opportunities in digital technology-related fields, they also pose significant challenges, such as disparities in digital skills development among the population. To prevent the deepening of social inequality, researchers justify the need for state-level measures to address these issues. In the study by Yu.M. Umantsiv (2023), the impact of digital technologies on transformational processes in the economy under global competition was analysed. It was argued that digitalisation has become a key factor in enhancing the competitiveness of both countries and individual enterprises in the global market. The author noted that the use of digital tools in strategic management enables businesses to adapt more effectively to dynamic market conditions by implementing innovative approaches to business process organisation. According to the scientist, overcoming various risks (cybersecurity, data loss, social challenges arising from unequal access to new technologies, etc.) should be grounded in the need to develop

appropriate policies and strategies. These measures would help minimise the risks and ensure sustainable growth in the digital economy.

Researcher A. Vankevich (2019) identified the key trends of labour market transformation under the influence of digitalisation, described the main trends in HR management and substantiated the change in requirements for human resource management services in organisations, as well as the modification of their functions, which will contribute to the effective management of human resources in the new environment. Scientists Z.I. Kobelia & S.I. Todoryuk (2022) concluded that digital tools and digitalisation, in general, are crucial for human resource management. That emphasised the necessity of integrating a digital strategy with both business and HR strategies. The authors also pointed out the importance of developing new skills for HR managers and the need to carefully develop HR strategies that cover all stages of HR processes. According to A. Kolot *et al.* (2022), HR managers must be flexible, adaptive, and continuously update their skills in response to rapid technological and economic changes. This includes adaptability, communication skills, strategic thinking, and the ability to learn quickly. The study provided a comprehensive analysis of essential competencies for HR managers in terms of labour market analysis and workforce strategy adaptation. It proves the importance of developing interdisciplinary skills, particularly digital literacy, change management, critical thinking, and the ability to work in uncertain conditions. Additionally, practical recommendations are provided for developing these competencies in the context of global changes.

In the work of A.M. Ali (2022), the importance of digitalisation in human resource management was emphasised as a necessary step for increasing the efficiency and competitiveness of organisations. The author argued that to maximise the benefits of digitalisation, organisations should focus on managing current challenges, developing integrated management systems, ensuring continuous employee training, and conducting regular evaluations of the effectiveness of implemented solutions. According to the conclusions of U. Murugesan *et al.* (2023), the rapid evolution of HR technologies is becoming increasingly characteristic, involving implementation of innovative platforms for talent management and process automation, which enhance management efficiency. The scientists have also substantiated the need for organisations to adapt to modern technological changes to remain competitive, specifically by: implementing artificial intelligence (AI) and big data analytics in HR processes, focusing on cybersecurity and data protection issues, developing new models for personnel management, adapting management approaches, supporting corporate culture, and creating programmes for continuous employee training and development. etc. Various scientific groups have explored a wide range of parameters in enterprise HR management, particularly the impact of digitalisation on HR practices.

Yet, the adaptation of traditional HR processes to the digital environment remains insufficiently studied and requires further research. Therefore, the article aimed to analyse current trends and approaches in the field of human resource management within enterprises in the context of active economic digitalisation.

### ■ Materials and Methods

A comprehensive set of methods was applied in this study to analyse the impact of digitalisation on HR processes. The methods of analysis and synthesis were used to study contemporary HR trends, assess their impact on human resource management, and generalise the data obtained. This allowed to identify the key aspects of digital transformation and explore opportunities for integrating new technologies into the HR sphere. The methods of systematisation and generalisation facilitated the organisation of the study results, enabling the identification of key trends in the development of digital HR management. The analysis of scientific sources has confirmed the effectiveness of digital tools in increasing the competitiveness of organisations. The application of the comparative method made it possible to compare traditional and digital HR approaches, revealing their differences, advantages, and disadvantages. This helped to evaluate the effectiveness of different HR management models and identify the best strategies for implementing digital technologies. The method of abstraction was used to highlight the general principles of digital personnel management that can be applied regardless of the organisation specifics. This enabled the identification of universal approaches to adapting HR processes in the digital era. The formal-logical method was applied to structure the study, build well-founded conclusions, and logically organise the results. This ensured clarity in defining the connections between the digitalisation of HR and the effectiveness of personnel management. The conclusions were based on the analysis method, which allowed for the systematisation of different aspects of digital transformation in HR. Changes in approaches to recruitment, employee adaptation, performance management, and corporate culture in the context of the digital economy were explored. The comprehensive approach to the research allowed for a deeper understanding of the digital transformation of HR processes, as well as an assessment of its impact on modern personnel management strategies, determining the prospects for further development in this area.

The study was conducted through the analysis of scientific sources, statistical data, and applied research in HR management within the context of digital transformation. The study period spanned from 2019 to 2024, taking into account the rapid development of technologies and their impact on personnel management. The sequence of the study was carried out from data collection, primary processing, to analysis and synthesis of the results. An analytical framework was presented, and a SWOT analysis was utilised to assess the implementation of digital technologies in HR and the digitalisation of HR processes. The analysis was

based on a conceptual model of HR digital transformation. The research drew on theoretical materials, monographs, and analytical reports that explore various aspects of digital transformation and its impact on HR practices (Bei & Sereda, 2019; Kolot *et al.*, 2022; Murugesan *et al.*, 2023). It also incorporated scientific publications, reports from research organisations, statistical data on the effectiveness of digital technologies in HR processes, and insights from real-world business cases. Secondary data from authoritative information sources and analytical platforms, such as McKinsey & Company (Meet the moment..., n.d.) and Deloitte (Ocean *et al.*, 2017; Mahoutchian *et al.*, 2023), were analysed. These resources provided current information on trends in digital transformation and HR management. The main conclusions were based on the results of personnel management effectiveness, employee engagement levels, and satisfaction levels. Existing models for assessing the effectiveness of HR processes and approaches to measuring the impact of digital technologies on personnel management were utilised in the study. These methods helped structure the analysis and draw final conclusions.

### ■ Results and Discussion

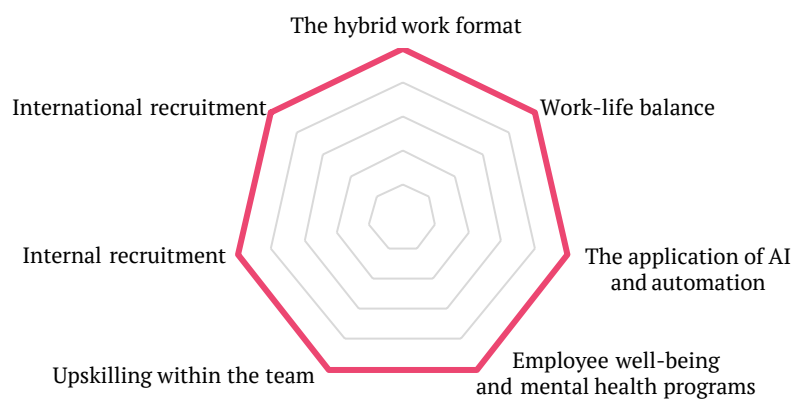
Digital transformation has changed the economic landscape, opening up new opportunities for development and growth. The emergence of the digital economy is a natural outcome of technological progress. It is not only a revolutionary technological process but also a significant factor influencing socio-economic relations in the new economic reality. It is based on the use of information technologies such as artificial intelligence, blockchain, data analytics, the Internet of Things, and others. It promotes the automation of business processes, ensuring more efficient operations for enterprises and enhancing their competitiveness. As defined by the Ukrainian Institute for the Future (n.d.), the digital economy is a type of economy where the key factors and means of production are digital data (binary, information, etc.) and network transactions, as well as their use as a resource, which significantly increases efficiency, productivity, and value for the products and services produced. The main values in the digital economy are information and knowledge, the primary source and bearer of which is the individual. Thus, the digital economy defines a new role for human resources and human capital, not only in response to the constant changes and trends of various innovations. In such an economy, individuals are not simply executors of assigned tasks, but act as key creative and strategic assets, creators of new ideas, innovations, and value. This requires the development of high-quality human capital based on quality education and skills that allow individuals to adapt to rapid changes in the digital environment.

The interaction between intelligent technologies and workers has undergone significant evolution: from the replacement of people with technologies for automating routine, dangerous, and monotonous tasks to becoming indispensable assistants that expand the capabilities of workers and provide new tools for enhancing

productivity. Technologies do not simply replace or complement; they significantly enhance workers, helping them become better professionals and making teams more effective and harmonious (Mahoutchian et al., 2023). This new synergy thus opens up limitless opportunities for the development of human potential and transformative changes in work processes. Innovative technologies are forcing to rethink approaches to measuring and enhancing efficiency at many levels: individual, team, and organisational. Intelligent devices powered by artificial intelligence generate vast arrays of productivity data, which can significantly increase the impact of employees on their performance. Predictions suggest that by 2025, artificial intelligence and machine learning will increase labour productivity by 37%, opening new horizons for development and innovation (Eager et al., 2020). Throughout 2024, the community is focusing on the impact of generative artificial intelligence on business innovation and organisational transformation. The McKinsey & Company study (Meet the moment..., n.d.) emphasises how AI is becoming a strategic partner for executives, helping them optimise operational processes, enhance competitiveness, and unlock new opportunities. The primary focus is on the need for decisive changes in leadership, the development of unique organisational competencies, and the construction of long-term growth strategies based on AI integration experience.

According to L.V. Shaulska & R.I. Hrynkevych (2022), organisations that actively engage in innovative activities must adapt to dynamic and unbalanced market environment through self-organisation mechanisms. Using a synergistic approach, the authors systematised and synthesised management practices that foster the organic

coevolution of an organisation with its external environment. This perspective is compelling, as it highlights how an organisation’s internal policies, culture, and management mechanisms play a crucial role in driving development and innovation. An important condition in the digital dynamic era is the ability of an organisation not only to adapt to a rapidly changing market environment, but also to actively shape it using self-organisation mechanisms. This implies the introduction of the latest management practices that enable the organisation to respond effectively to changes and influence its development while maintaining flexibility and competitiveness. In the digitalised economy, HR management must be adaptive and integrated with the organisation’s overall strategy for innovative development. This means that HR functions, including talent management, competence development and corporate culture, should be oriented on supporting innovation and the organisation’s ability to respond quickly to changes in the market environment. Modern HR trends reflect innovative approaches and strategies in human resource management that enable organisations to achieve their strategic goals. These include developing effective talent management programmes, leveraging artificial intelligence and data analytics for decision-making, fostering flexible work cultures and remote work, and prioritising ethical governance, diversity, inclusion, and social responsibility. Such trends help organisations remain competitive and adaptable in an era of rapid change. Human resource management is continuously evolving, with emerging trends shaping how companies attract, retain, and develop talent (Karpenko & Kosinevska, 2024). The most significant HR trends of 2024 are illustrated in Figure 1.



**Figure 1.** Key HR trends for 2024

**Source:** created by the authors based on HURMA (2023), N.M. Karpenko & K.O. Kosinevska (2024)

The hybrid work format combines the best of both models: part of the time is spent working in the company’s office (for meetings, team discussions on a scheduled or agreed basis, completing specific tasks, etc.), and part is spent working remotely (saving time and resources on commuting, organising a comfortable work process, etc.). Work-life balance, especially in remote work settings, involves the use of concepts such as electronic presentations

and a culture of constant accessibility. The application of AI and automation in HR processes (HRM systems, chatbots, virtual assistants, etc.) streamlines operations by accelerating candidate processing, reducing errors, improving employee engagement and retention, monitoring attendance, and providing timely support for complex issues. These technologies also free up time and resources for strategic HR initiatives and workplace enhancements.

The development and application of well-being and mental health programmes for employees goes beyond their job responsibilities and includes their personal and social lives. Enhancing the competitiveness of company employees is achieved by investing in training programmes and adding skilled specialists to established teams. The use of an internal recruitment strategy, which prioritises promoting existing employees to open positions within the company, enables more effective use of existing potential and the retention of talent, as it improves employee morale and job satisfaction, saves significant time and money on recruitment, selection, adaptation, and training, etc. International recruitment is expanding, as there is increasing demand for international experts, who not only contribute to business diversification but also enrich it with new knowledge. However, this requires more time and resources to find suitable candidates.

The digitalisation of HR management goes beyond simply integrating technology, as it involves fostering a digital environment that motivates employees and strengthens the organisation’s HR brand. This transformation significantly enhances HR technologies by automating routine processes and introducing advanced tools for data collection and analysis, impacting every aspect of human resource management. However, despite rapid advancements in automation, people with their skills, knowledge and even intuition remain the main factor of success. As a result, traditional HR management systems are evolving into talent management platforms that focus on learning, creativity, and intellectual development. As part of such changes, it is crucial to redefine roles, responsibilities, and objectives within HR to align with emerging trends. Table 1 outlines the key trends shaping the future of human resource management.

**Table 1.** Key trends in HR digital transformation

Trend	Content
Digital HR	A global trend concerning the transformation and integration of digital technologies into various human resource management departments within an organisation. A new stage of development that encompasses the use of digital tools and platforms to optimise processes such as recruitment, personnel management, performance evaluation, and training, aiming to enhance decision-making efficiency.
HR marketing	A strategic approach to talent acquisition, retention, and development that applies marketing principles to attract and retain employees within an organisation. It focuses on building an attractive employer brand, effectively managing communication with potential and current employees, and implementing marketing tools to enhance salary negotiations, career development, and employee satisfaction.
A culture of seamless learning.	An approach that promotes openness, support, and encouragement of the continuous learning and development process for employees at all levels of the organisation. It fosters innovation, enhances effectiveness, and helps the organisation adapt to rapidly changing market conditions. It involves creating an environment where career trajectories and learning opportunities transform into an interactive digital experience, using gamification, VR training, and other platforms and resources for learning. In this environment, each employee feels empowered to self-improve, engages in self-learning, and shares knowledge. This includes supporting access to educational resources, mentoring, regular learning events, and encouraging the open exchange of knowledge.
Machine learning in HR	Machine learning (ML) involves the implementation of artificial intelligence algorithms and models to automate and enhance various aspects of human resource management (talent acquisition, employee analytics, performance management, learning, and development). It enables the analysis of vast amounts of HR data to identify candidates and predict their probability of becoming potential employees. It helps organisations make more informed decisions, improve HR management efficiency, and create more favourable conditions for employee development.
Benchmarking in HR	Benchmarking is a methodology for comparing the practices, processes, and performance indicators of one’s own organisation with the best in the industry or similar organisations to identify strengths and weaknesses, as well as opportunities for improvement and their integration (comparing metrics, processes, practices, technologies and tools, culture and strategies, results, and change implementation). It allows for evaluating the underlying causes of existing gaps while making more informed decisions about the appropriate policies and practices that require adjustment.
Automation of HR processes	The implementation of software solutions to simplify, optimise, and automate different aspects of human resource management (recruitment and selection, onboarding, personnel management, training and development, performance evaluation, compensation and benefits, analytics and reporting, communication, and employee engagement, etc.). These systems include applicant tracking systems (ATS), learning management systems (LMS), leave and sick leave management systems, Employee Relationship Management (ERM) systems, payroll automation, performance analysis and reporting, chatbots, and more. Automation helps reduce manual labour, improve accuracy and efficiency, and provide better transparency and control over HR operations, allowing HR professionals to focus on the strategic aspects of personnel management.

**Source:** created by the authors based on Digital transformation in the HR sphere. What to expect and what the digitalization trends? (n.d.), A. Litorovych (2022)

HR trends are an integral part of the latest societal developments, which are ripening under the influence of the large-scale digitalisation of the economy. As the automation of any economic process is closely linked to changes in the labour market, people – both creators and users of technology –are the primary drivers of digitalisation.

Digitalisation is primarily transforming the field of human resources management and then spreading to other industries, which is a natural process of development. According to Deloitte, significant changes have occurred in the operations of HR departments within organisations, driven by digital trends, as illustrated in Table 2.

**Table 2.** Comparative characteristics of the activities of digital HR management services

Previous Priorities	New Priorities
Focused on developing and harmonising processes to create standard methods of personnel management	Focus on optimising employee productivity, engagement, teamwork and career progression
Selects a cloud technology provider and implements ready-made methods for scaling	Develops innovative programmes and applications for the organisation, using these platforms for scaling
HR technology teams focus on the implementation of ERP (Enterprise Resource Planning) systems and integrated analytics, with particular emphasis on “ease of use”	The HR technology team goes beyond ERP, developing digital capabilities and mobile applications with a focus on “work productivity”
Centres of excellence in personnel management focus on process development and refinement	Utilisation of AI, chatbots and applications to scale and empower employees
Personnel programmes are designed for scale and consistency	Targeted at employee segments, individuals and specific groups, providing them with development plans aligned with their roles and careers
The HR department focuses on “self-service” as a means of scaling services and support	Focuses on “incentivisation”, which helps to perform work more efficiently
A self-service portal for employees is created as a technological platform, enabling easy access to transactional needs and programmes	Creates an integrated “employee engagement platform”, utilising digital applications, case management, AI and bots to support current individual needs

**Source:** created by the authors based on P. Ocean et al. (2017)

In the study by C. Commisso *et al.* (2024), it was acknowledged that under conditions of rapid changes in the labour market and technological innovations, the importance of supporting both the mental and physical well-being of employees is increasing. Equally critical is ensuring flexibility in managing work processes through the implementation of hybrid and remote work models, as well as adapting management strategies to support new forms of employment. The study concludes that continuous skills development and lifelong learning, strategic talent management (i.e. developing effective programmes for identifying, developing and retaining key employees), the creation of inclusive and supportive corporate cultures, and ensuring a positive working environment are all essential to adapt to changing market conditions.

In the study by H. Bei & H. Sereda (2019), key trends were highlighted, including the use of big data analytics, the automation of recruitment and onboarding, and the application of artificial intelligence to enhance HR processes. Digitalisation offers benefits such as increased efficiency, reduced costs and improved data accuracy; however, it is accompanied by challenges such as high expenditure on new technologies, the need for cultural change, and issues with data security. H. Bei & H. Sereda (2019) recommend developing digital transformation strategies, investing in staff training, and adapting internal processes to new technological realities. Ignoring these processes may seriously affect overall business efficiency, undermine competitiveness and consequently lead to high staff turnover and misalignment with the expectations of newly recruited personnel. The use of digital tools for big data analytics – particularly in relation to human capital – significantly transforms traditional HR practices into digital ones, reduces the workload on specialists and facilitates informed decision-making. The quality, depth and speed of data processing allow for effective planning and workforce management by providing a deep understanding of employees, customers, competitors and business outcomes. In other words,

predictive analytics not only improves HR but enhances the business as a whole (Meena & Parimalarani, 2019).

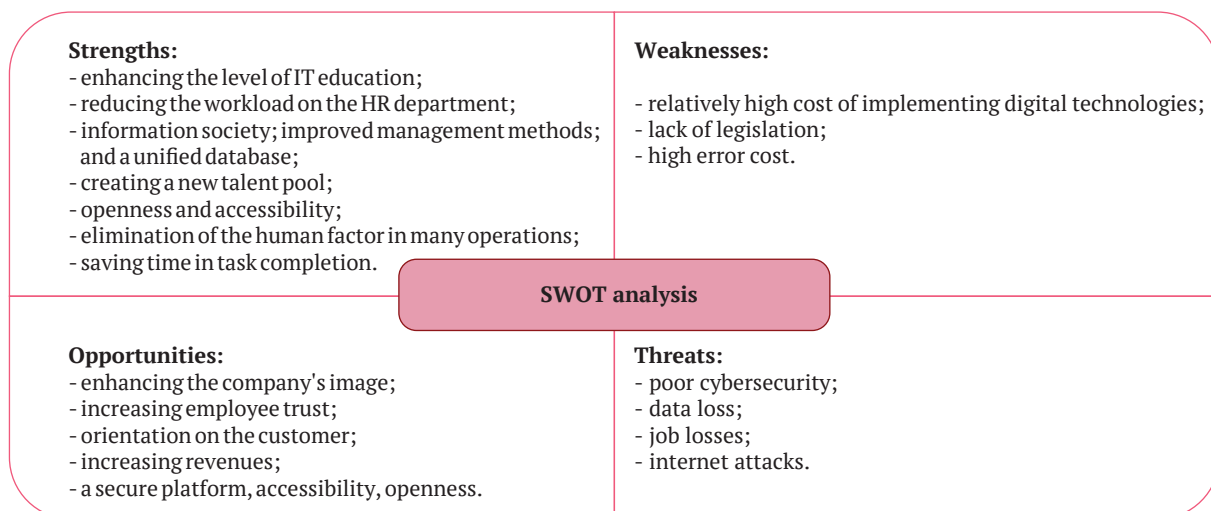
The study by S.H. Rudakova *et al.* (2020) confirmed that digitalisation is fundamentally changing the functions of HR, and that successful digital transformation requires a significant shift in mindset both within HR and across the entire organisation. The authors suggest that the key directions for accelerating the development of companies in the context of digital transformation include teamwork, the modernisation of traditional HR solutions, the development of long-term strategies, and increased employee engagement. They identified specific strategies for implementing digital technologies, such as the integration of mobile applications, social networks, analytics, cloud technologies and VR into HR practices. It is hard not to agree with S.H. Rudakova *et al.* (2020): digital transformation in HR is not limited merely to process automation but entails fundamental changes in personnel management, including the development of digital skills, flexibility in decision-making and the establishment of a new corporate culture that is oriented towards innovation. Without these changes, organisations will find it difficult to fully realise the potential of digital technologies in HR. It is also important to replace outdated HR systems with integrated cloud platforms that establish the digital infrastructure of the enterprise. The impact of digitalisation on personnel management through electronic HR systems (e-HR) is well described in the academic work by E. Baykal (2020), which proposes the integration of e-HR systems as a means of enhancing the efficiency of HR functions and improving organisational performance. The author emphasises the need to use technologies to automate processes such as recruitment, training and staff development, as well as to improve data accessibility and analytics, offering an approach to overcoming the challenges of digitalisation. In the work of E. Baykal (2020) – which analysed the technological advantages of e-HR in terms of efficiency and effectiveness in HRM – it is demonstrated that focusing on core activities,

namely strategic personnel management, can significantly enhance HR process efficiency.

Analysing the impact of digital technologies on personnel management processes leads to the conclusion that digitalisation will contribute to the improvement of management systems in every enterprise. According to L. Kalachevska & K. Naida (2021), this will positively affect the enhancement of flexibility, responsiveness, mobility and deep automation of management processes, which will ultimately increase competitiveness. The application of digital technologies not only provides easy access to necessary resources but also enables remote working, thereby increasing productivity at both the individual and organisational levels. This results in greater employment flexibility, the development of acquired knowledge and practical skills, and an overall improvement in qualification and professionalism. A further advantage is the ability to store and transfer information internationally. The results of this study confirm the findings of the aforementioned scholars. Having explored the possibilities and content of the digitalisation of HR processes, A.M. Ali (2022) notes that it is necessary to consider the factors for their successful integration, which can be divided into technical, organisational and human factors. In this regard, successful digitalisation of HR processes requires a comprehensive approach that takes into account technical, organisational and human factors. On the technical side, it is important to consider the application and characteristics of digital tools such as chatbots, video interviews, data analytics systems, HR automation and talent management systems, as well as data regarding their integration. These tools are designed to enhance the efficiency of personnel management, reduce routine tasks and improve employee engagement. They require integration with existing systems, consideration of data

security requirements and careful planning to achieve successful digital transformation in HR. Organisational factors include the specific characteristics and competencies of organisations. The type of digitalisation approach adopted by enterprises and its effectiveness depend heavily on the size of the company, the industry, the field of activity and geographical location. In practice, digital transformation is more common in large and medium-sized businesses, with the private sector more likely to harness the benefits of digitalisation compared to the public sector. Capabilities and resources form another group of organisational factors; difficulties in acquiring and implementing digital tools in business often stem from limited finances, a lack of understanding of the potential of personnel systems or an inadequately equipped workforce for the digitalisation process.

Human factors include the support of senior management and user acceptance. The importance of support from senior management is recognised as one of the key elements for the success of digitalisation. HR managers play a crucial role in ensuring that employees understand the importance of this process. Customer involvement is another component that influences the success of this process. The integration of digital technologies – particularly artificial intelligence – allows for the creation of an employee experience that is focused on the user. These factors underscore the need for a comprehensive approach that considers all aspects for the successful digitalisation of personnel management. Establishing a dedicated team to monitor, analyse and implement new technologies can ensure the development and maintenance of innovation in HR. For a complete understanding of not only the positive aspects but also the potential threats and challenges of digitalising HR processes, it is advisable to employ a SWOT analysis, as illustrated in Figure 2.



**Figure 2.** SWOT analysis of the digitalisation of HR processes

**Source:** created by the authors

The positive aspects of implementing digital technologies in personnel management are numerous and

significant. Digitalisation of HR processes opens up considerable opportunities for enhancing efficiency, boosting

employee engagement and increasing the competitiveness of organisations. This is also demonstrated in the work of A. Bansal *et al.* (2023), who defined the digital transformation of personnel management (HRDT) as a multidimensional construct that combines digital and human factors to strengthen the innovative potential of organisations. It considers digital infrastructure, architecture as well as individual capabilities and creativity. The main benefits of digitalising HR processes include raising the level of IT education, reducing the workload on HR departments, creating a centralised database and automating routine tasks, thereby promoting transparency and accessibility by removing the human element from many operations and saving time in task execution. Additionally, digital technologies help attract new talent and enhance the company's image. In order to substantiate the positive impacts of digital HRM transformation as a key factor in social and economic growth, F. Contreras *et al.* (2024) investigated the digital work environment, collaborative culture, digital competencies of employees and other human factors. The authors proposed stimulating research through an interdisciplinary approach and encouraging collaboration between universities, governments and businesses to expand knowledge and support the successful implementation of HRM transformations. Their recommendations are pertinent, as an interdisciplinary approach and collaboration among universities, governments and businesses are key to successful digital HRM transformation. This, in turn, positively influences socio-economic development by improving management processes and creating new opportunities for growth. Nevertheless, there are certain challenges and drawbacks to consider. High costs of implementing digital technologies, a lack of clear legislative regulation and cybersecurity risks, as well as potential system errors and data loss, may pose serious obstacles to full digitalisation of HR processes. Automation and digitalisation may also lead to job cuts, particularly in roles requiring medium and low skill levels. It is important to account for employee resistance – especially among older staff – to change and a lack of motivation to acquire digital skills. Consequently, organisations must carefully plan the integration of digital tools, taking into account potential risks and weaknesses, in order to maximise opportunities and minimise threats. Simultaneously, for optimal personnel management within an enterprise, it is advisable to strike a balance between the use of technology, established processes and the human factor.

According to O. Kipishinova & L. Smetanina (2021), the implementation of any new automated information systems and technologies within personnel management involves a specific sequence of stages: defining the objective of digitalisation; clearly setting tasks – including identifying the problems that need to be solved by the new technologies and describing the expected impact of implementing information technologies; assigning responsible persons and granting them clear authority; selecting the necessary technologies, taking into account the objectives, tasks and problems to be addressed; determining the

resource requirements (human, material and financial) for the digitalisation process; outlining internal organisational stages and timelines for their implementation; developing a set of criteria for selecting the firm responsible for deploying the new software within the institution and analysing potential contractors for their compliance with these criteria; reviewing the experience of other institutions in implementing similar information technologies (where available); entering into a contract with the executing firm for system support and maintenance post-implementation; and finally, conducting staff training – bearing in mind that associated training costs must be factored into planning. This sequence of stages confirms that without a clear strategy and a systematic approach, it is impossible to ensure the effective integration of new technologies into the personnel management system and, consequently, to enhance the productivity and competitiveness of the organisation. However, while the overall trend towards digitalisation pushes market participants to meet market demands, an incomplete understanding and immersion in these processes may result in unwarranted significant overspending of financial and time resources.

The conclusions drawn by Deloitte (Kipishinova & Smetanina, 2021) regarding global trends in the development of human capital are based on several key directions: business prosperity depends on the prosperity of people; traditional performance indicators must evolve and be supplemented in light of the significant role played by people; transparency in relationships builds trust; flexible working practices become the norm, contributing to a work-life balance; leadership that focuses on developing and supporting employees is key to success; innovative technologies and digitalisation transform personnel management; inclusivity and diversity within teams enhance creativity and efficiency; continuous training and development of employees should be integral to the company's culture; and corporate social responsibility strengthens a company's reputation and the trust of consumers and partners. The global trends in the development of human capital are aimed at creating conditions for the prosperity of both employees and organisations, emphasising the importance of sustainable development, innovation, transparency and an individualised approach. Organisations are expected to make significant progress in ensuring human resilience, while leaders are tasked with building trust through a well-considered approach to transparency. Unique human abilities – such as creativity and inquisitiveness – are becoming more important than ever, and the way in which human productivity is measured is rapidly changing in response. The application of a holistic approach to HR – where the experiences of people are interwoven with the business system – makes the work of individuals a shared responsibility. Despite the widespread recognition of the importance of motivated human effort, leaders and managers do not always prioritise this, which in turn affects both current and strategic productivity and the overall success of companies.

For the implementation and optimal realisation of digitalisation processes, leadership is crucial. Leadership plays a key role in the digitalisation of HR, as managers determine the direction, set strategic goals and ensure that the necessary resources are available for the successful implementation of innovations. They must inspire and motivate their teams, creating a culture of support and readiness for change. Effective leaders are also able to anticipate potential difficulties and work actively to overcome them – a critical factor for the successful transformation of HR processes. Leaders must demonstrate adaptability and openness to new technologies, encouraging employees to acquire new skills and actively participate in the digitalisation process. Without robust leadership, digitalisation may encounter resistance from staff, significantly hindering the achievement of set goals. Thus, the role of management is decisive in creating the conditions for a successful transition to new, more effective models of personnel management.

### ■ Conclusions

Research into digital transformation trends indicates that maximum efficiency and competitiveness in personnel management can only be achieved by balancing technology, processes and the human factor. It has been established that implementing digital tools in the personnel management system is the key to successful business performance in today's information economy. This approach makes the process of managing people within an enterprise more transparent, motivating and directed towards achieving specific goals that consider both the interests of individual employees and the overall strategy of the organisation. Consequently, the labour intensity of HR functions is reduced; management and personnel decisions are expedited; the quality of analytical data is

enhanced; the ability to develop forecasts and plans for both current and strategic periods is improved; employees across the globe are better reached; and access is provided to the most modern technological solutions and opportunities for personal development. At the same time, the digitalisation process may face a number of challenges – including high costs for new technologies, potential data security breaches and the need for retraining and upskilling due to technological changes. Social aspects, such as resistance from employees to innovations, must also be taken into account.

It has been demonstrated that successful digital transformation in personnel management requires not only advanced technological solutions but also a strong focus on the human factor, the adaptation of organisational culture and effective change management. Leadership in the digitalisation of HR is not only a factor of success but a necessity for building a modern, competitive and adaptable organisation that is capable of quickly responding to market changes and technological challenges. Future research could focus on a detailed analysis of the impact of modern technologies on HR processes, the development of optimal working models, and the examination of the social and ethical issues related to digitalisation. An important avenue for further investigation should be the development of new metrics and indicators for assessing the effectiveness of personnel management and approaches to retraining employees for working with modern technologies.

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### ■ Conflict of Interest

None.

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## Сучасні тренди і практики HR-менеджменту в умовах цифровізації економіки

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■ **Анотація.** Дослідження трендів і практик HR-менеджменту в умовах цифровізації економіки є критично важливими для ефективного адаптивного управління персоналом, що сприятиме підвищенню конкурентоспроможності організацій у майбутньому. Метою статті було дослідження трендів і практики HR-менеджменту підприємств в умовах цифровізації економіки. У статті використовувались методи аналізу і синтезу (проаналізовано HR-тренди та практики, проведено синтез даних впливу цифровізації на управління персоналом), систематизації та узагальнення (систематизовано основні тренди HR-менеджменту), абстрагування (виділено загальні принципи та підходи в управлінні персоналом), формально-логічний (структурування дослідження, обґрунтовані логічні висновки). Було досліджено сучасні технологічні зміни і динаміку суспільного розвитку, що відбиваються у зміні HR-трендів і перетворюють управління людськими ресурсами. Визначено зростання ролі HR-функцій, проаналізовано сучасні HR-тренди. Доведено, що під впливом трендів організації обирають стратегічні пріоритети: гібридний формат праці, зосередження на балансі між роботою та особистим життям, автоматизація HR-процесів, розвиток програм добробуту та психічного здоров'я, інвестиції в навчання та розвиток персоналу тощо. Було визначено, що цифрові технології забезпечують легкий доступ до необхідних ресурсів та можливість роботи у віддаленому режимі, що підвищує продуктивність праці на рівні окремих працівників і організацій в цілому. Розкрито позитивні та негативні наслідки цифровізації процесів HR-менеджменту організацій. Для успішної інтеграції цифрових інструментів було обґрунтовано важливість ретельного планування процесу, враховуючи потенційні загрози та слабкі сторони, щоб максимально використовувати можливості та мінімізувати ризики, а також враховувати важливість лідерства у процесі цифровізації HR. Практична цінність дослідження полягає у обґрунтуванні комплексного підходу до реалізації HR-практики, де ключовими факторами є лідерство, підтримка персоналу і готовність до постійних змін у технологічному середовищі

■ **Ключові слова:** HR-процеси; цифрова трансформація; персонал; таланти; людські ресурси; управління; організація