

DOI: 10.5281/zenodo.3878715

UDC: 331.1

JEL: J24

## MODERN TRENDS IN PERSONNEL MANAGEMENT: THEIR APPLICATION AND THE POSSIBILITY OF THEIR EXPANSION

### СУЧАСНІ ТРЕНДИ В УПРАВЛІННІ ПЕРСОНАЛОМ: ПРАКТИКА ВИКОРИСТАННЯ ПРИКЛАДНИХ РІШЕНЬ ТА МОЖЛИВОСТІ ЇХ ПОШИРЕННЯ

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Received 24.12.2019

*С.Г. Рудакова, Н.С. Данилевич, Д.О. Яковенко Сучасні тренди в управлінні персоналом: практика використання прикладних рішень та можливості їх поширення.*

У статті висвітлено основні тренди в сфері управління персоналом в Україні в 2019 році. Проаналізовано практику використання сучасних трендів та можливості їх поширення на роботу з персоналом. Проведено соціологічне дослідження основних трендів в сфері управління персоналом таких як: автоматизація і HRIS системи, HR-аналітика і HR-бренд, гейміфікація, альтернативна зайнятість, найм на осліп, безперервне навчання, аутсорсинг, гуманізація бізнес процесів та лідерство у XXI столітті. Визначено, що різноманітність робочої сили потребує різних підходів до розвитку лідерства та безпервного навчання. Надано практичні рекомендації щодо використання автоматизації, аутсорсингу та гуманізації бізнес-процесів як запорука підвищення ефективності функціонування служби управління персоналом. Всі питання в статті обґрунтовано та проілюстровано за допомогою власного авторського дослідження.

*Ключові слова: управління персоналом, аутсорсинг, автоматизація управління людськими ресурсами, навчання персоналу, лідерство, гуманізація бізнес-процесів.*

*S.G. Rudakova, N.S. Danylevych., D.A. Yakovenko. Modern trends in personnel management: their application and the possibility of their expansion*

The article explores the main trends in HR management in Ukraine in 2019. The application of modern trends and the possibility of widening their usage in personnel management are analyzed. A sociological study of the main trends in the field of personnel management such as: automation and HRIS systems, HR-analytics and HR-brand, gamification, alternative employment, hiring for blind, continuous training, outsourcing, humanization of business processes and leadership in the XXI century. It has been determined that workforce diversity requires different approaches to leadership development and continuous education. Practical recommendations are given on the use of automation, outsourcing and humanization of business processes as a key to more efficient functioning of the personnel management service. All subjects in the article are substantiated and illustrated with the help of author's own research.

*Keywords: human resources management, outsourcing, automation of human resources management, personnel training, leadership, humanization of business processes*

For an enterprise or organization's management system, regardless of the form of ownership, it is important to regularly review human resources policies in order to identify when it is necessary to change management methods to more relevant ones in a timely manner. Today, the main problems faced in HR management are the selection, formation of personnel with modern economic thinking, ensuring the efficiency of employees' work, maintaining a favorable climate in the team.

The personality of each employee in the organization is recognized as increasingly important, so modern methods of HR management are given a considerable attention. Flexibility of their use and formation and timely adjustment when changing the strategic goals of the company is the key to success. First of all, it concerns the use of modern trends in HR management.

#### Analysis of recent research and publications

Among the scientists whose works are dedicated to the study of various trends in the field of human resources management, as well as the study of various aspects of human resources management, new approaches, methods and technologies, we should name such scientists as V. A. Savchenko [1], V. Danyuk [2], Kolot A. M. [3], Tsimbalyuk S. A. [4].

However, the use and dissemination of modern trends in HR management at Ukrainian enterprises require detailed study and further research.

The purpose of the article is to study the main trends in the field of HR management in Ukraine at the present stage, their use and dissemination opportunities and based on the results of the research, to give recommendations on how to improve the

efficiency of the personnel service.

**Explanation of the main research material**

According to global studies [5], technological progress, demographic changes and geopolitical situation can be attributed to the main factors influencing the sphere of human resources management.

It should be noted that human resources management have to correspond to the methods of enterprise development, protect the rights and obligations of workers, ensure compliance with the rules in the formation, stabilization and use of human resources. The problems of increasing the efficiency of the usage of material factors of production remain in the field of view of the enterprises' activity, while the issues of human resources management are disregarded. Thus, it is not uncommon for Ukrainian enterprises to use outdated methods and technologies of human resources management [6].

The labor market is changing rapidly, posing new challenges to all those involved in human resources management. Paradigms and strategies change, new approaches in selection, adaptation, training, motivation and other HR functions appear [7].

To denote what is happening now in the world, at the end of the twentieth century it was proposed to use the abbreviation "VUCA", where each of the letters covers a range of phenomena: Volatility; Uncertainty; Complexity; Ambiguity [8]. In the world of "VUCA", where everything changes rapidly, the value is not the idea itself, but the speed of its implementation. The winners are those companies

that follow global trends and react quickly to market changes.

Labor force diversity means similarities and differences between workers in terms of age, cultural background, ability and health status. There are no two identical people. Equal pay has stopped gender inequality and bias against certain professions. The human resources management service should be aware of the age differences that exist in the labor force today. It should teach people of different age groups to manage and interact effectively with each other and respect the diversity of views that everyone has. For each organization, in the current scenario, the use of a diverse workforce is a necessity [9].

To determine the main trends in personnel management, we interviewed 108 respondents of the following age categories: 2.6% aged 43-54, 63.2% aged 24-42, 31.6% aged 18-23 and 2.6% of those surveyed did not identify themselves with any of the categories. Among those surveyed, 86.8 per cent were women and 13.2 per cent were men, respectively. The distribution of respondents by their belonging to the field of human resources management is as follows: 78.9% belong to HR units or functions, 21.1% work in a unit or perform a function unrelated to human resources management. The distribution of respondents by the level of their position is as follows: 2.6% - directors 31.6% - senior managers, 26.3% - managers, 39.5% - specialists.

Distribution of respondents by the level of their position is shown in Fig. 1.

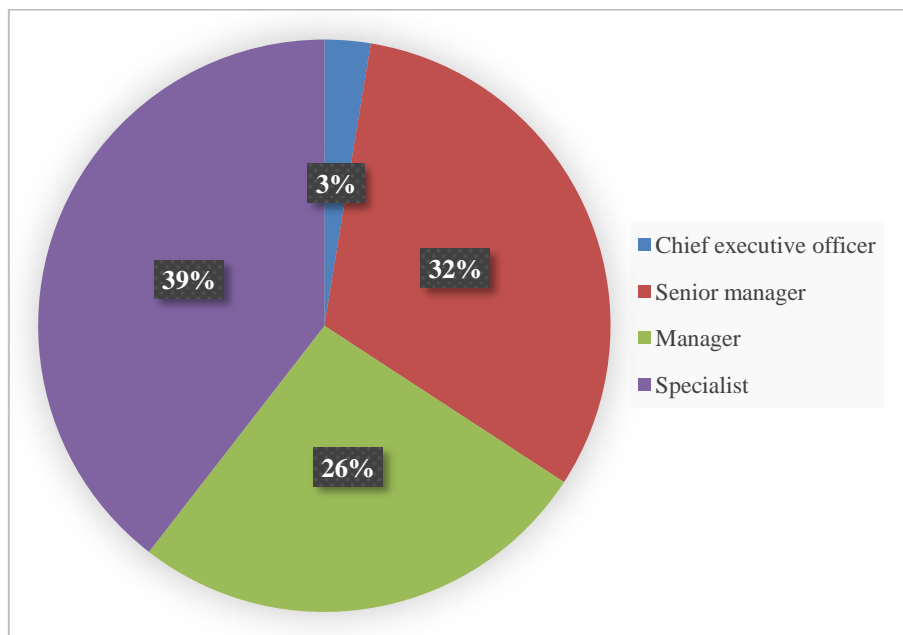


Fig.1. Results of answering the question "Please indicate the level of the position you hold? (Structure of respondents' answers)

Source: authors' own development

According to the international research conducted by Deloitte Global Human Capital Trends and presented at Global Trends 2019 by the top HR trends in the world and in Ukraine are: continuous learning,

outsourcing, humanization of business processes and leadership in the XXI century [10].

The most relevant in the field of HR management is continuous training (65.8%) and automation and

HRIS -Human Resources Information Systems received the same number of votes (52.6%) (Fig. 2). (60.5%), as well as HR-analysis and HR-brand, which

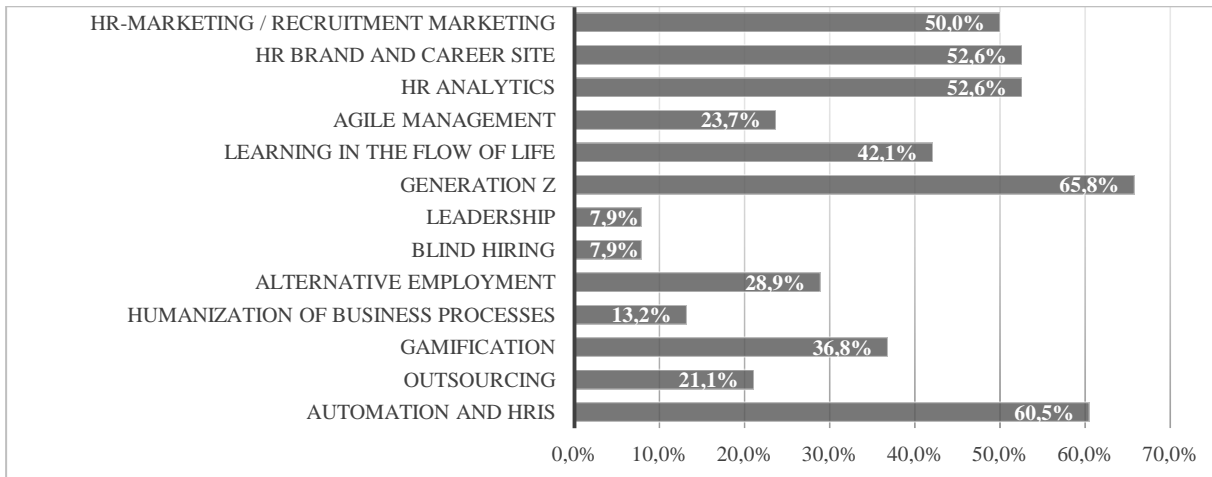


Fig.2. Results of answers to the question "What do you think is relevant in the field of human resources management? (% Positive responses from respondents)

Source: authors' own development.

The most effective trends, according to respondents, are permanent training (47.4%), automation and HRIS (44.7%) and HR-brand (39.5%). The structure of respondents' answers is shown in Fig. 3.

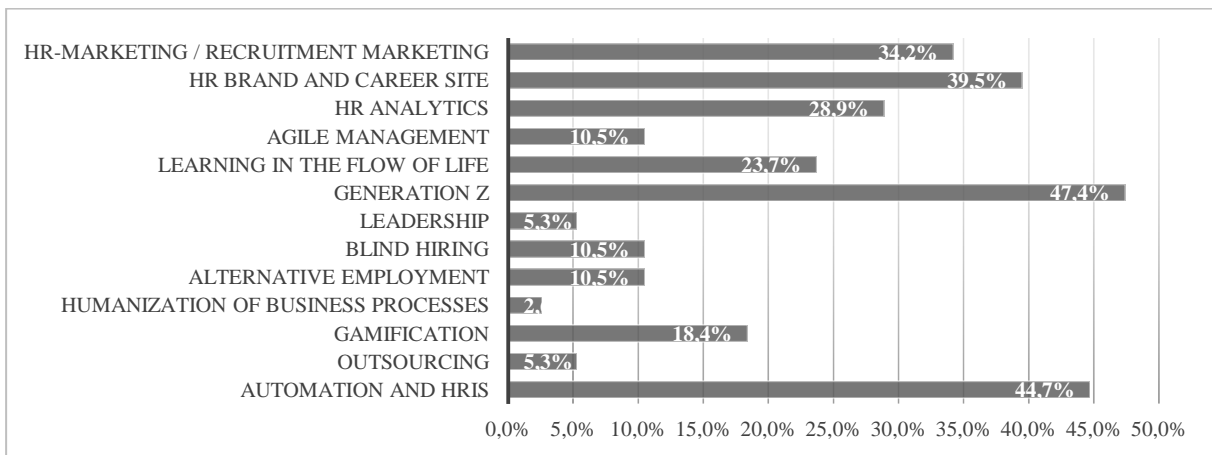


Fig. 3. Results of the answers to the question "Which of these trends do you think is the most effective? (% Positive responses from respondents)

Source: authors' own development.

It was determined that the formation of a culture of continuous learning was called the most important task and trend in HR. Nowadays, people assess the "opportunity to learn" as one of the key reasons why they agree to a job offer. In turn, business leaders know that the development of technologies, changes in the life expectancy of the population, working practices and business models have caused a huge demand for constant development of a person throughout his or her life [10].

As indicated in the recruitment and selection process, conventional methods of training and development may not apply to a more diverse workforce. The type of learning and development should be different from that of the conventional workforce, as the diverse workforce differs in

personality, behavior, needs, culture and skills. In this, it is suggested that the use of best practices in learning can be key to the effective management of a diverse workforce [11]. These measures include highlighting learning needs related to organizational goals, assessing individual needs, developing an annual learning plan and distributing awards.

Advanced companies are transforming careers and learning opportunities into digital interactive experiences by actively using the elements of gamification [12].

According to the results of the survey, 55.3% of respondents found that training events are often held in companies, sometimes - in 31.6%, rather rarely - 10.5%, and 2.6% of respondents noted that their companies do not conduct training events (Fig. 4).

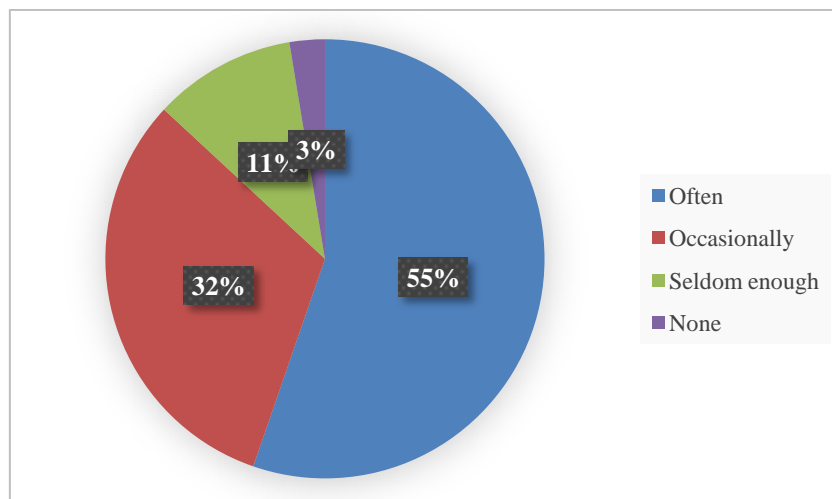


Fig. 4. Results of answers to the question "How often do you conduct training events/trainings in your company?" (Structure of respondents' answers)

Source: authors' own development

Training therefore helps a diverse workforce to understand the culture, values and norms necessary to effectively accomplish the task [13].

It is important that organizations systematically conduct training requirements assessments based on staff survey results and develop effective training programs.

All over the world, companies are eager to invest into the automation of human resources management, using full-featured systems "HCM - human capital management" and specialized modules for personnel search and recruitment "ATS - applicant tracking systems".

Automation helps to speed up the processes, thus making the process of searching and hiring a candidate much faster. Technologies are most effective when they complement people, not replace them. Today, tools such as video interviews and chat bots are becoming increasingly popular. According to the survey of authors, 15.8% of respondents noted that they use both video interviews and HR-bots in their work.

Nowadays, the outsourcing process is becoming more and more popular. In the process of outsourcing companies refuse to independently perform a number of non-critical for business functions or parts of business processes and transfer them to an external contractor, professionally specializes in providing such services. If before this service was used by large companies, mainly foreign ones, today the share of Ukrainian medium business is growing rapidly. Currently, companies are more interested in outsourcing, and the depth of penetration of the service provider into the internal processes of the company becomes significant.

After delegating such tasks to an external organization, the company can concentrate on its core business, eliminate unused resources and increase competitiveness. HR-outsourcing companies are specialists in this field, using the latest technologies of recruitment, selection and training. With the help of

the newest technologies the employees, who temporarily work in different companies, bring considerable experience and innovative ideas on the basis of work experience in different places. It means that organizations apply an innovative approach to human resources management [14].

When analyzing the answers of the respondents: 42.1% noted that their companies use outsourcing services, 47.4% - do not, and 7.8% work in companies that provide outsourcing services. As a conclusion we can say that it is not enough to do administrative, personnel and accounting work. These processes need to be managed.

The need to humanize business processes is one of the biggest challenges that have been found in this study. 86% of companies in Ukraine noted that this trend is important or very important. The growing relevance of this issue is due, in particular, to overtime, emotional burnout, involvement and well-being of employees. Organizations should learn to see in their employees not just employees who need to create the necessary working conditions, but people who have their own individual aspirations and motivation. Greater attention to building long-term relationships, continuous learning and a personalized approach to each employee will help to create a positive experience for the staff. Interestingly, employers in Ukraine feel this challenge more acutely than in the world as a whole: 86% in Ukraine as opposed to 84% of global respondents [10].

The development of leaders is an extremely important issue. 84% of companies in Ukraine and 80% in the world noted that leadership development is an important or very important aspect of the company's development. Today, leaders face unique challenges. In order to be effective in the XXI century, leaders must apply new approaches to achieve traditional business goals. New approaches should be based on new competencies, including the ability to work in an environment that is constantly changing, decision-making in the face of uncertainty

and awareness of new technologies. The success of companies largely depends on the ability of leaders to quickly adapt to new conditions [15].

According to the survey data, the results of the research conducted by the authors: the XXI century leadership trend was mentioned by the respondents as the most important (the most significant), the humanization of business processes is the second most important, and the least important trend is continuous learning.

These trends form new requirements and are very important for the success of organizations. The need to effectively develop leadership using digital technologies to solve complex problems is impossible without constant training and development.

### Conclusions

For many companies, new realities will become or have become a real challenge, breaking familiar stereotypes and requiring profound changes in HR strategies. The need for such changes is based on the speed and development of economic processes that require the attraction and retention of qualified,

competent specialists able to develop and bring profit to the business space. Summing up, it is necessary to note, use of modern approaches in HR management, especially in a part of their choice, influences first of all the efficiency and effectiveness of activity of the workers occupied in various spheres of economy. And it is clear why, because the growth of requirements to the work and abilities of the personnel creates a huge demand for certain competences and new skills and abilities. The current labor market demands for employees who are able to learn quickly and continuously. In this context, there are three possible directions for the development of training in organizations: integration of training with business processes, personalization of training, gradual transition to the model of "continuous training". Further development of these areas requires the formation of an educational environment developing and introducing continuous training and will be the key to the acquisition of new skills. Search and use of modern trends in personnel management requires further development and research.

### Abstract

The purpose of the article is to study the main trends in HR management in Ukraine in 2019 and analyze their usage and possibilities to extend their applicability. Then, according to the results of the study, authors make recommendations for improving the efficiency of the personnel service and developing successful corporate culture.

It was discovered that taking an account of the state of economic in the last decade, organizations have focused on finding the right talents to drive business growth. But with record-low unemployment rates and skills shortages in many areas, recruiting has become harder, leading to an escalating war of employment brands, recruitment marketing campaigns, and artificial intelligence - driven tools to deliver recruiting excellence.

To determine the main trends in HR management, the poll among respondents of various age and professions was conducted. The results of the authors' research show the most recent and effective HR trends in Ukraine.

Nowadays the individuality of each employee in the organization is recognized as increasingly important; therefore modern methods of human resource management are receiving considerable attention. Flexibility of the modern practices adoption, usage and timely adjustment with the change of the company's strategic goals is the key to success for any business and for HR management in the first place. However, the use and expansion of current trends in HR management of Ukrainian enterprises require more attention and further research.

Furthermore, it has been determined that workforce diversity requires different approaches to leadership development and continuous education. Practical recommendations are given on the use of automation, outsourcing and humanization of business processes as a key to more efficient functioning of the personnel management service. All subjects in the article are substantiated and illustrated by author's own research.

Analysis of the information regarding human resource management in Ukraine authors came to the conclusion that the growing demand for labor skills and personnel qualification creates a huge demand for certain competencies and new skills. In today's labor market, there is a demand for workers who can learn quickly and continuously. The goal of HR manager today is to create a culture in which each employee will be engaged in self-study, able to quickly share the knowledge and experience of colleagues and, at the same time, ready to share their own experience with others.

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**Посилання на статтю:**

Rudakova S.G., Danylevych. N.S., Yakovenko D.A. *Modern trends in personnel management: their application and the possibility of their expansion.* / S.G. Rudakova, N.S. Danylevych., D.A. Yakovenko // *Економіка: реалії часу. Науковий журнал.* – 2019. – № 6 (46). – С. 149-155. – Режим доступу до журн.: <https://economics.opu.ua/files/archive/2019/No6/149.pdf>. DOI: 10.5281/zenodo.3878715

**Reference a Journal Article:**

Rudakova S.G., Danylevych. N.S., Yakovenko D.A. *Modern trends in personnel management: their application and the possibility of their expansion.* / S.G. Rudakova, N.S. Danylevych., D.A. Yakovenko // *Економіка: реалії часу. Науковий журнал.* – 2019. – № 6 (46). – С. 149-155. – Режим доступу до журн.: <https://economics.opu.ua/files/archive/2019/No6/149.pdf>. DOI: 10.5281/zenodo.3878715

