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PERSONNEL MANAGEMENT SYSTEMS IN UKRAINE: CHALLENGES, OPPORTUNITIES AND TRENDS

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Abstract

The article examines the key aspects of personnel management systems in Ukraine, investigates the role of effective personnel management in business development and the adaptation of Ukrainian companies to global trends in the field of HR. These questions are important for understanding how Ukrainian enterprises can use modern approaches to human resource management to strengthen their positions on the market and achieve sustainable development in the face of dynamic changes.

Keywords

Personnel management systems, Ukrainian companies, business, personnel efficiency.

Problem statement

Improving the personnel management process is the main task of every enterprise today. The number of tools and their effectiveness is extremely variable, but choosing the right ratio between the possible resources for the implementation of such systems within the enterprise and their positive impact on the company's activities in the long and short term is a rather difficult task. We offer to consider the most common models of personnel management systems, the tools for their implementation, and to investigate how they are used in Ukrainian enterprises.

Relevance of the chosen topic

Over the last decade, Ukrainian companies had to face global changes in the labor market, caused by both internal and global processes. Right now, digitization and automation of processes related to personnel management is gaining popularity. Considering these factors, it is important to investigate the possibility of overcoming the challenges through the introduction of new tools and methods of personnel management.

Analysis of recent research and publications

A large number of scholars have studied and continue to study personnel management systems, this is due to constant changes in systems approaches, methods and tools. The opinion of Ukrainian scientists regarding the fact that personnel management systems are complex actions that form a system is shared by L. D. Hlushchenko, T. M. Pilyavoz, N. O. Koval (Hlushchenko, Pilyavoz, & Koval, 2022), M. D. Vinogradskyi. (Vinogradskyi, Vinogradska, & Shkanova, 2009). Hitra O.V. and Chaplii A.V. emphasize that personnel management is only a component of the personnel management system, which plays an important role, but is effective only in a complex (Khytra & Chapliy, 2019). L. Kustrich and V. Kustrich are of the opinion that today the company will be able to work effectively in the market only under the conditions of the introduction of digitization in personnel management processes (Kustrich & Kustrich, 2022).

Purpose of the article

The purpose of the study is to establish an understanding of how the personnel management system works in modern days, how it is digitized, what threats and benefits it brings. This will make it possible to monitor the prevalence of developed personnel management systems in Ukraine and to design possible ways of their implementation in enterprises.

Presentation of the main research material and results obtained

A personnel management system is important in any organization, ensuring the effective use of human resources to achieve strategic goals. Personnel management is not only a set of tools and actions, but a complex system that covers all stages of work with employees: from attracting candidates to the organization to developing skills and creating motivation for employees.

The quality of the personnel management system is of particular importance in the conditions of the modern Ukrainian business environment, where the influence of economic, political and social factors on the labor market creates new challenges for enterprises. Among them: the outflow of intellectual capital abroad due to the lack of a system for meeting the needs of the employee; increasing competition between employers for qualified employees; unstable economic and political situation, which makes it difficult, and in some cases impossible, long-term planning of companies' activities; changes in the legislative regulation of labor relations, which have both a positive effect on the position of the Ukrainian worker and motivate him to stay in the Ukrainian labor market, and a negative effect, which demotivates the population of working age to look for a job in Ukraine; digitization and automation of HR processes, introduction of artificial intelligence into the main processes of enterprise activity, for which not all enterprises are ready (lack of qualified employees working with new systems, manufacturing equipment and information systems themselves). Ukrainian companies that strive to be competitive domestically and internationally are forced to adapt to these changes by implementing modern HRM systems that automate routine processes, provide continuous data analytics, and remove rational planning for the development and promotion of employees at enterprises.

In conditions of economic instability and changes in the social environment, an effective personnel management system becomes the basis for the sustainable development of the enterprise, as it provides a guarantee for the employee. It allows not only to organize the work of employees, but also to increase their motivation, loyalty to the company and productivity. A modern personnel management system should be flexible, adaptive and able to respond to dynamic changes in the external and internal environment.

The results of the research carried out by the American Institute for the Study of Public Opinion "Gallup" indicate a significant difference in the indicators of personnel efficiency in companies that achieve a high level of efficiency of personnel to work processes, and in companies that have a low efficiency indicator. For example, absenteeism is 78% lower in high-engagement companies, theft is 28% lower, productivity (sales) are 18% higher, and profitability is 23% higher (Gallup, n.d.).

That is, properly selected efforts that are made to change the personnel management system, have a positive impact on the efficiency, image, profitability and development of the company. In our opinion, it is no longer possible to avoid changes in management systems. Even if the enterprise manages to function with an outdated management system, in the next few years in the era of global changes in the labor market, employees from citizens will cooperate with companies that do not seek to improve the conditions where they work, because there will be many companies, which will worry about it.



Fig. 1: The difference in performance indicators between companies with high and low levels of employee engagement

Source: Gallup. *What is employee engagement and how do you improve it?* (Gallup, n.d.)

One of the important aspects of modern personnel management is the creation of a favorable corporate culture, which becomes one of the key factors in attracting and retaining personnel. In Ukraine, where the labor market is in a state of dynamic changes, employers increasingly pay attention to the formation of a positive image of the company as an employer. The possibility of professional development, flexible working conditions, corporate social programs and a comfortable microclimate in the team are becoming important elements of the personnel management system. For example, companies can provide professional development by providing access to educational courses created by the company itself, or by using the services of another company. You can ensure a comfortable microclimate in the team with the help of corporate events that will unite the team: holding corporate parties, master classes, organizing joint rest, trips.

The company "SPE consulting" is engaged in providing educational services for employees of other enterprises. Among the programs they offer are sales, management, skills development, time management, team building, and communication programs. Their clients are popular Ukrainian companies - "First Private Brewery", "Halytska Zdobna", "Bayer", "Arterium" and others (SPE Development School, n.d.). It is not necessary to create personnel training courses on your own, you can use the services of companies that are directly engaged in this.

Modern HR practices include both traditional methods of human resources management and the latest approaches based on the use of modern technologies, for example, recruiting automation, evaluation and management of personnel efficiency. Human resource management systems allow you to store and analyze large amounts of data about employees, which helps to make informed decisions about the development and promotion of employees.

Today, the development of information technologies provides wider opportunities for personnel management, they include new HRM systems, such as "SAP SuccessFactors", "Workday", which allow you to automate the processes of selection, evaluation and training of employees, making the work of HR departments more efficient and less time-consuming. "SAP SuccessFactors" is a system with embedded artificial intelligence based on effective business management. Artificial intelligence ensures independent selection of personnel, improvement of labor productivity, training. The product optimizes business processes within the company, ensuring the release of resources for tasks that require other efforts (SAP, n.d.). "Workday" also works with the involvement of artificial intelligence, their clients are "Netflix", "Visa" (Workday, n.d.).

At the same time, digitalization creates new challenges, which are related to ensuring data protection and supporting continuous training of employees in the conditions of constant development of technologies. Setting up a system to counter criminal intent against data that a company places about its operations, employees and customers is a necessary step, given the risks of data loss. Cyber security will give a feeling of security to all parties cooperating with the company and will ensure an increase in reputation in the market. The introduction of the latest technologies in the field of HR requires upgrading the qualifications of personnel specialists. They must not only be able to work with modern tools, but also be ready for changes in approaches to work with personnel. Among such changes, it is possible to single out the introduction of flexible management principles and an emphasis on the development of soft skills among employees.

The personnel management system is a complex multi-level structure that includes a number of processes

necessary for effective work with employees. It covers all stages of the employee's life cycle in the organization: from recruiting and adaptation to motivation and development. A correctly configured personnel management system allows the organization not only to ensure the optimal use of human resources, but also to increase labor productivity, retain the best specialists and stimulate their professional growth. We offer a closer look at each of the stages affected by the personnel management system.



Fig. 2: Stages of an employee's stay in the company, which are affected by the personnel management system
Source: compiled by the authors

The path of an employee in the company begins with the stage of personnel selection for a certain position. The success of its further activities depends on how effectively the recruitment system is established in the organization. The effectiveness of the recruitment system is determined by the number and quality of employees who will respond to the position thanks to the algorithms used to search for candidates, the clarity of the assigned tasks and responsibilities, remuneration and the future candidate's conviction of the advantages of the company's motivation system compared to others. Modern recruiting methods in Ukraine are based on the use of various employee search channels, such as professional social networks "LinkedIn", "Work.ua", recruitment agencies and the company's own software. Thanks to the social network "LinkedIn", you can perform several functions on one platform: work with vacancies, as well as find training courses for your employees (LinkedIn, n.d.). "Work.ua" serves as a platform for interaction between employers and employees, a source of statistical information on the amount of wages and requirements for employees throughout Ukraine (Work.ua, n.d.).

The main task at this stage is to find candidates who meet not only the technical criteria, but also the culture and values of the company. This becomes especially relevant during the growing importance of "soft skills", including emotional intelligence, the ability to work in a team, leadership qualities, they can be found more and more often in the requirements for job candidates. It is important to correctly build the process of communication with candidates at all stages of selection to ensure a positive impression of interaction with the company.

After recruiting new employees, the key task is to evaluate their skills and abilities and develop them within the company. This component of the personnel management system directly affects the productivity and efficiency of employees. Personnel evaluation helps to determine the strengths and weaknesses of the employee, predict professional achievements and opportunities for improving the skills and knowledge of the employee. Certifications, analysis of individual performance indicators and feedback from colleagues and managers are important assessment tools.

In the conditions of the modern business environment, an important aspect is not only the evaluation of the current performance of employees, but also the planning of their future development. Many Ukrainian companies implement systems of individual development plans for their employees, which allows employees to see their career prospects and opportunities for professional growth within the company. This encourages the employee to stay within the company and strive for better results in the conditions of business competition for qualified personnel, since the possibility of career growth is one of the main factors that motivates employees.

The main methods of personnel development include trainings, coaching, mentoring and participation in internal or external training programs. In the conditions of digitalization, special attention is paid to electronic learning platforms that allow you to quickly and efficiently update the knowledge of employees in accordance with changes in the industry or the market. Online courses, webinars, and electronic libraries become part of the modern personnel development system, which allows companies to provide training for their employees.

Motivation is one of the most important elements of the personnel management system, which determines the level of employee engagement and productivity. An effective motivation system includes not only material incentives, such as wages and bonuses, but also intangible ones: recognition of achievements, the opportunity for professional development, comfortable working conditions and good relationships in the team.

Material motivation remains the main point of motivation for most workers in Ukraine. It includes all types of financial incentives that an employee receives for his work, and is the most common motivation tool in many organizations. Pay conditions must be competitive so that the company can be confident in its employees and attract new ones.

However, material incentives are not always sufficient to maintain a high level of motivation, so it is necessary to combine them with non-material ones, because today employees value flexibility in the work schedule, remote forms of employment, comfortable working conditions, the ability to establish a balance between work and personal time, professional and personal development, as well as corporate social programs, which include health insurance, tuition compensation or corporate sports. Intangible methods of motivation also include the organization of team events, corporate holidays, recognition of the achievements of employees at various levels, which contributes to the improvement of the general climate in the team.

Understanding the needs of each employee and the ability to find an individual approach to their motivation is the main task of HR departments. In Ukraine, more and more companies are switching to the use of flexible motivation systems, which include personalized labor incentive programs. This allows each employee to receive the type of reward that is most important to him, which contributes to the growth of his loyalty to the company.

Thus, an effective motivation system should combine both material and non-material aspects, taking into account the personal needs of each employee. Such an approach not only increases productivity, but also contributes to the growth of loyalty, reduces staff turnover and forms a positive image of the company as an employer.

The last but no less important component of management systems is labor efficiency management. It is a systematic process aimed at monitoring and increasing the productivity of each employee and the company as a whole. Performance management involves setting goals, monitoring results, providing regular feedback, and adjusting processes to achieve optimal results. An effective performance management system is based on a clear definition of individual goals for each employee, which must correspond to the company's strategic goals. To measure the achievement of these goals, tools such as KPIs (key performance indicators) are used, which allow managers to see how productive each employee is. Regular meetings with employees to discuss results, identify challenges, and adjust goals help improve overall performance.

The main components of the personnel management system (recruitment, evaluation and development of personnel, motivation and management of labor efficiency) are fundamental elements for ensuring the successful operation of any organization. An effective management system allows the company not only to increase productivity, but also to create a strong team capable of achieving the set goals and developing together with the business.

Personnel management in Ukraine faces a number of serious challenges, which are reflected both in the labor market and in business conditions. These challenges are caused by economic and social factors, unstable political situation, migration processes, changes in legislation and the impact of global trends such as digitalization and changing needs of employees.

Ukraine has been in a state of economic instability for a long time in the conditions of a full-scale Russian invasion, which significantly affects the functioning of the labor market. Inflation, exchange rate fluctuations, limited investment opportunities and declining purchasing power of the population create additional challenges for employers. For many companies, cost reduction has become a priority, which sometimes leads to a reduction in the number of employees or to the optimization of personnel due to an increase in the workload on them. Inflationary processes force the prices of products to rise, which, under conditions of untimely raising of minimum wages, leads to a decrease in the purchasing power of the population. Foreign investors do not show a desire to direct funds to the development of many areas of the economy during the constant threat of losing funds due to the aggressive actions of the Russians.

Social factors, in particular demographic changes, directly affect the labor market. The aging of the population and the decrease in the number of young professionals is an urgent problem. According to forecasts, the share of the working population will decrease significantly in the coming decades, which will force employers to look for new approaches to attracting and retaining personnel. According to the report of the National Academy of Sciences of Ukraine, as of 2021, the number of people over 60 years old was 23% due to the low birth rate and increased life expectancy (National Academy of Sciences of Ukraine, n.d.). However, as of 2024, we estimate the

over-60 population to be higher due to rising mortality and declining birth rates caused by a full-scale russian invasion.

One of the most serious challenges for the Ukrainian labor market remains the migration of qualified workers abroad. Every year, more and more Ukrainians choose to work in the countries of the European Union, in particular in Poland, the Czech Republic, Germany and other countries, where the level of wages and social guarantees is much higher. This process has a negative impact on the Ukrainian economy, as companies lose qualified personnel, and it becomes more and more difficult to find replacements for them in the conditions of constant migration of the population abroad, caused by a full-scale invasion.

Migration affects not only the loss of specialists in such fields as IT, medicine, engineering, but also the general level of competition in the labor market. In particular, companies are forced to compete not only with local employers, but also with foreign firms offering higher salaries and better working conditions. In order to retain personnel, many companies resort to investing in the development of corporate culture and creating favorable conditions for employees. Increasing the level of communication between management and employees, forming a team based on shared values, and providing opportunities for professional development contribute to increasing employee loyalty. Modern trends in personnel management also include the development of individual career plans for employees, which allows employees to see prospects for growth and development within the company.

With the development of technology and under the influence of the COVID-19 pandemic, many companies have switched to a remote or hybrid form of work. This requires HR specialists to adopt new approaches to work process organization, team management, and ensuring effective communication between employees. The transition to a remote form of work also affected the approaches to evaluating the efficiency of employees. Traditional methods of monitoring time and presence at the workplace are gradually losing relevance, giving way to evaluation of results and achievements. This requires companies to implement new tools to monitor employee performance, such as KPI tracking systems, project management software, etc.

Personnel management in Ukraine is at the stage of active transformation. Modern business challenges require companies to be flexible and ready for change. Economic and social factors, the migration of skilled personnel, changing employment models and the development of new technologies - all this affects the labor market and forces employers to look for new approaches to personnel management. Only those companies that adapt to new conditions in time will be able to maintain competitive advantages and ensure stable development in the future.

In the conditions of rapid digitalization of business and growing volumes of data, personnel management is becoming an increasingly difficult task. In order to optimize HR processes and increase their efficiency, companies increasingly turn to the use of information systems for personnel management (HRM systems). Such systems allow you to automate most of the routine operations related to the management of human resources and provide an opportunity for analytics and strategic planning based on real data.

In Ukraine, many companies integrate HRM systems to improve personnel management processes. The most popular choice are international systems such as "SAP SuccessFactors", "Workday" and "Oracle HCM", as well as local developments such as "1C: Personnel Management". International systems typically offer a comprehensive set of functions for large corporations, including recruiting, performance management, learning and development, and analytics. At the same time, Ukrainian counterparts offer optimal solutions for small and medium-sized businesses, adapted to local legislation and specifics.

"1C: Personnel Management" is one of the most common HRM systems in medium and large enterprises of Ukraine. It integrates with financial and accounting modules, which allows enterprises not only to effectively manage personnel, but also to optimize expenses for wages, taxation and social benefits (BookKeeping, n.d.).

HRM systems have a wide set of functions that allow you to automate various aspects of personnel management, starting with the selection of personnel and ending with the analysis of the effectiveness of the employee's actions. The main capabilities of such systems are listed in the Table 1.

Table 1: Main capabilities of HRM systems and their characteristics

Basic capabilities of HRM systems	Characteristics of opportunities
Automation of recruiting	Systems allow you to automatically publish vacancies, sort resumes by key criteria, integrate data from professional platforms and maintain a candidate database.

Training and development management	HRM systems allow you to create training programs, track the progress of each employee and manage personnel certification.
Performance evaluation	Implementation of the KPI evaluation system and other indicators allows you to objectively measure the efficiency of employees and identify areas for improvement in a timely manner.
Reporting and analytics	HRM systems collect and analyze large volumes of data, providing management with information to make strategic personnel decisions.
Rewards Management	Payroll and bonus management modules automate accruals, simplify calculations, and reduce errors in financial documentation.

Source: compiled by the author

Owing to such capabilities, HRM systems significantly increase the efficiency of HR processes, reduce the time for performing routine tasks and allow you to focus on strategic aspects of personnel management.

Digitalization is radically changing approaches to human resource management. With the advent of HRM systems, companies get access to new tools for working with large amounts of data. This allows not only to automate daily processes, but also to create individual career trajectories for each employee based on the analysis of his results and interests. In addition, the use of cloud solutions provides greater flexibility and mobility - employees can interact with the system regardless of their location, which is relevant during the transition to a remote form of work.

HRM systems allow you to automate many aspects of working with employees, increasing business efficiency and facilitating rational decision-making based on data. In the future, the impact of digitalization on personnel management will only grow, which requires companies to be flexible and ready to implement new technologies.

The legislative framework of personnel management in Ukraine defines the rights and obligations of employers and employees, regulating labor relations. The main regulatory act that regulates the issue of employment is the Labor Code of Ukraine. It establishes the legal framework for concluding labor contracts, providing social guarantees, payment and labor protection, as well as resolving labor disputes (Labor Code of Ukraine, n.d.).

In recent years, new forms of employment have been actively introduced in Ukraine, including remote work and flexible schedules. Legislative changes in the Labor Code in 2020 officially established the possibility of remote work, which allows employees to perform their duties outside the office (Labor Code of Ukraine, n.d.). These innovations require employers to comply with certain rules regarding the organization of work, in particular, ensuring proper working conditions and data protection.

Ukrainian legislation regulates the issue of remuneration in detail. An important requirement is the payment of wages at least twice a month, as well as compliance with the minimum wage established by the state. In addition, employers are obliged to provide payments for overtime work, work on holidays or weekends, as well as allowances for special working conditions (Labor Code of Ukraine, n.d.).

In addition to wages, the Code of Labor Laws regulates the provision of social guarantees. This applies to vacations (annual, additional, maternity leave), sick leave, as well as guarantees for the protection of the rights of employees in the event of dismissal or reduction. Employees are entitled to compensation in the event of unlawful dismissal or layoff. The legislation of Ukraine provides for the employer's duty to ensure safe working conditions for employees. This includes occupational health and safety training, provision of personal protective equipment and monitoring of compliance with safety regulations. This is especially important for enterprises where there are risks to the health and life of employees (construction, industry, etc.) (Labor Code of Ukraine, n.d.).

In general, the legislative framework of personnel management in Ukraine is complex and requires companies to strictly comply with the requirements in order to avoid fines and maintain legal security. Constant changes in the field of labor law make the question of flexibility and readiness to adapt personnel policy in accordance with new legislative requirements relevant.

Modern personnel management systems in Ukraine are in the process of active transformation caused by global and internal changes in the business environment. Companies face new challenges, such as the globalization of the labor market, the rapid development of technology and changes in labor relations, which prompts the adaptation of new approaches in working with personnel. In this context, several key trends

determining the future development of personnel management systems in Ukraine are important.

One of the most prominent trends in recent years is the growing popularity of outsourcing HR services. Outsourcing enables companies to transfer part of HR functions to external providers, which allows to reduce costs and focus on key business processes. The most common areas of outsourcing are personnel documentation, payroll, personnel selection and training (Konarivska & Vitruk, 2020).

For small and medium-sized businesses in Ukraine, which often do not have enough resources to create an internal HR department, outsourcing is an effective solution. In addition, large enterprises also use this approach to perform routine operations, focusing on strategic talent management. At the same time, companies that specialize in outsourcing HR services are constantly updating their services, adapting them to market requirements and new technologies.

A component of the development of personnel management systems is the implementation of artificial intelligence (AI) technologies and data analytics. AI is actively used in recruiting processes to automate candidate selection, resume analysis and even conduct interviews. This greatly simplifies the work of HR departments, reducing the time it takes to find the right specialists and increasing the accuracy of selection.

Big data analytics is also an indispensable tool in HR systems. Collecting and analyzing data on employee performance, motivation and development allows companies to make informed decisions about personnel matters. This contributes to the creation of personalized training programs, improvement of the motivation system and reduction of staff turnover. The use of such technologies allows companies to get a more complete picture of the state of their resources and adjust HR strategies based on real data.

Companies are beginning to realize that corporate culture is a powerful tool for building employee loyalty. It helps to create an atmosphere of interaction, cooperation and support in the team, which has a positive effect on work efficiency. In addition, a strong corporate culture helps stand out in the labor market, as employees often choose employers with whom they share common values.

Prospects for the development of personnel management systems in Ukraine depend on the ability of companies to adapt to new market realities and implement innovative technologies. In the future, we can expect further expansion of the use of automated systems and analytical tools to improve HR processes. This will contribute not only to increasing the efficiency of HR departments, but also to a better understanding of the needs of employees.

Trends and prospects for the development of personnel management systems in Ukraine indicate that digitalization, the introduction of innovations and an emphasis on corporate culture will be key factors for the successful management of human resources in the future. Companies that quickly adapt to new challenges and use modern personnel management tools will be able not only to maintain competitiveness, but also to ensure sustainable development in changing market conditions.

Conclusions

The personnel management system is an integral component of the successful functioning of modern Ukrainian companies. It covers all stages of working with employees: from their recruitment and selection to evaluation, development, motivation and management of their effectiveness. In today's labor market environment, when competition for skilled workers is growing and technology and legislative requirements are changing at a rapid pace, it is important for businesses to have a flexible and effective personnel management system that can respond to these challenges.

Challenges facing Ukrainian businesses include economic difficulties, an unstable political situation, and significant migration of skilled workers abroad. Because of this, companies are forced to review their personnel management strategies, develop new approaches to staff retention and development, and create competitive working conditions that include not only material rewards, but also opportunities for professional growth. The issue of employee loyalty is also gaining more and more importance: effective personnel management systems must create favorable conditions for the development of corporate culture and the involvement of employees in achieving the company's goals.

The personnel management system cannot remain effective without taking into account modern digitalization trends. The implementation of HRM systems allows you to automate routine processes, significantly reducing the administrative burden on HR departments and increasing the quality of management decisions. Thanks to such systems, companies get the opportunity to more effectively manage the processes of recruitment, evaluation and development of personnel, which contributes to increasing productivity and overall business efficiency. In addition, the use of analytics and artificial intelligence tools makes it possible to analyze personnel data more deeply, which allows to optimize the personnel policy and make informed decisions regarding the further development of personnel.

It is also important to comply with the legislative framework of Ukraine in the field of labor relations. The personnel policy of enterprises must comply with the requirements of the Code of Labor Laws, as well as take into account changes in labor legislation related to new employment conditions, such as remote work and flexible schedules. This requires HR departments to constantly monitor innovations in the legislative framework in order to avoid legal risks and fines. In modern conditions of rapid changes in legislative norms, companies need to be flexible and ready to adapt personnel processes to new requirements.

Outsourcing of HR functions is becoming more and more popular among Ukrainian companies, especially among small and medium-sized businesses. This allows enterprises to focus on the main areas of activity, delegating routine or specialized HR tasks to external specialists. In this way, businesses can reduce costs and improve the efficiency of personnel management by accessing professional HR services.

Prospects for the development of personnel management systems in Ukraine are directly related to the introduction of new technologies and improvement of management processes. In the future, companies will have to adapt to new forms of employment, such as telecommuting and hybrid forms of employment. It is important that enterprises implement the principles of flexible management, provide employees with conditions for self-development, growth and comfort in the workplace.

Therefore, the personnel management system in Ukraine should be not only a tool for increasing the productivity of employees, but also an important component of the company's long-term development strategy. An effective personnel management system helps to create a strong corporate culture, attract the most efficient workers and ensure their professional development, which contributes to strengthening the company's competitive position in the market. Focus on innovation, use of modern HR technologies and compliance with legal requirements are the key to success in a rapidly changing business environment.

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