

УДК 338.005.95

Olena Sorokivska, Doctor of Sciences (Ec.), Professor

Adeyemo Azeez Tunde

Komolafe Gerge Paul

Ternopil Ivan Puluj Technical University, Ukraine

DIGITAL TECHNOLOGIES IN HUMAN RESOURCE MANAGEMENT

Олена Сороківська, д.е.н., професор

Адейемо Азеез Тунде

Комолафе Джордж Паул

Тернопільський національний технічний університет імені Івана Пулюя, Україна

ЦИФРОВІ ТЕХНОЛОГІЇ У СФЕРІ УПРАВЛІННЯ ЛЮДСЬКИМИ РЕСУРСАМИ

Digital technologies have long become an essential factor of interactive professional training in the managerial and commercial activities of many consumer-oriented enterprises. The use and constant penetration of information and communication technologies into almost all business and HR processes of enterprise management create competitive advantages for them.

The key digital transformation tasks faced by personnel management specialists are effective recruiting, training, and attracting motivated employees who can generate innovations and achieve target performance. The practical experience of measuring the personnel effectiveness in most trade enterprises is based on such groups of key indicators as effective personnel recruitment, the quality of personnel service work, the dynamics of personnel development, training, and development of personnel. Most international companies require HR departments to visualize data in real-time, analyze the return on investment in personnel (ROI), to link training and development to measure labor productivity. In this context, People-analytics as a digital technology solves the issue of big data processing on a global scale, combining the methods of predictive development scenarios and intellectual analysis (data mining).

HR analytics as a data processing and a tool for decision-making makes it possible to rationally predict decisions where human thinking is subjective. In any large company, there is a wide range of opportunities for HR analytics, and a choice must be made when analytics becomes a valuable asset beyond management information (Fenech, R., 2022). Talented employees ensure the development and implementation of the latest technologies in business. According to The Global Talent Competitiveness Index 2021 (GTCI, 2021) report on the ability of countries to develop, attract and retain talent, Ukraine took 61st place, rising five positions compared to 2020. Problem areas in the qualified personnel development in Ukraine the quality of the regulatory environment, low social mobility, and tolerance, low development of technical

and professional competencies (secondary and higher education), and relative openness of the labor market are determined.

The system of analytical support for personnel management within the enterprise management framework requires managers to develop a number of professional competencies in terms of the ability to: monitor the results of employees' activities, compare them with established goals, plans taking into account the enterprise's strategy, identify trends; in connection with other divisions, ensure the reliable operation of financial control systems of personnel information and security; to provide information and communication interaction between managers and personnel of different levels of management, including in the external space, with partners and interested parties.

Today, the IT market offers HR software products that provide social media analytics and help companies identify trends in social content with access to any mobile device: Moxie and Telligent's social media software enables companies to monitor, measure, and engage current and potential customers through social resources, facilitates collaboration between employees in the workplace. Network enterprises (Internet retail more actively) already use social media for professionals (LinkedIn, Jive, Buddy), and software to search for personnel. Social networks can become a platform for generating and saving user content, communication, and discussion of projects. To simplify monitoring and interaction in social networks, the Jive social platform offers tools for sharing, sharing, and creating content and has an enterprise search engine that offers analytics and analysis of social graphs, the ability to create blogs, and monitors specific people, projects, or groups.

For example, retail practitioners and recruiting agencies actively use the automated E-staff program, which allows them to quickly receive and identify relevant information, provide real-time consultations to employees, conduct surveys, contests, etc. Resource Buddy helps managers and HR marketers develop a social marketing strategy by providing data that informs when to interact with a customer, measure performance indicators and real-time data, and manage hundreds of pages worldwide. The Kaltura platform offers video creation features and tools to expand a company's audience, generate revenue, and create more effective ways to use digital communications.

Thus, cognitive technologies based on the use of artificial intelligence and digital data in HR management make it possible to highlight such innovative solutions as 1) smart-office management (Intelligent buildings) – built-in voice systems that perform typical employee actions in process management (social communications, emergency assistance); 2) digital learning and research based on game brainstorming; 3) gamification of curriculum content, including online learning; 4) integrated analytics tools for personnel selection, use of referral engagement programs; 5) digital survey – analytics of big data in real space and time, more in-depth digitization of interview content with applicants, administration of personnel processes.

In the future, this will lead to the gradual release and change of HR roles (purely advisory, coach, expert), and new legal issues will arise to be resolved regarding the flexibility of working conditions and remote personnel management.

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