

THE PERSONNEL MANAGEMENT SYSTEM OF THE ENTERPRISE UNDER THE CONDITIONS OF CHANGES

Viktor Alkema¹

¹Doctor of Science (Economics), Professor, Head of the Department of Management Technologies, KROK University, Kyiv, Ukraine, ORCID: <https://orcid.org/0000-0001-5997-7076>

Abstract. In today's dynamic business environment, characterized by rapid technological, economic, and social changes, effective personnel management systems are crucial for organizational success. A robust Human Resource Management System (HRMS) plays a pivotal role in enabling companies to adapt to changing market conditions, fostering talent acquisition, development, and retention. This research explores the foundational aspects of modern HR management systems and their role in providing a competitive edge by fostering resilience and adaptability. Special focus is given to the operational requirements of HRMS in environments undergoing substantial changes, such as those prompted by conflict or economic shifts, where enterprises must overcome challenges like workforce shortages, emotional stress among employees, and the need for rapid adaptation to new economic realities.

The purpose of this study is to conceptualize the essence, characteristics, goals, and objectives of an adaptive HRMS under strategic shifts. By examining the HRMS from a strategic perspective, this research outlines its essential components, including recruitment, training, evaluation, and employee retention processes. The study also delves into the role of modern technologies and management practices in enhancing workforce productivity, employee engagement, and overall organizational resilience. This investigation targets the theoretical, methodological, and practical aspects of HRMS improvement, specifically under rapidly changing external conditions.

The study identifies several core attributes of an adaptive HRMS essential

for operating in evolving market conditions:

Adaptability: The HRMS's ability to respond swiftly to both internal and external environmental changes by adjusting HR strategies in line with new demands.

Flexibility: The system's capacity to reorganize HR structures and processes to maintain efficiency during periods of instability, whether economic or operational.

Innovation: The integration of new technologies, methods, and approaches in HR management to boost productivity and promote a progressive work culture.

Systematic Approach: The deployment of a comprehensive approach to HR management that considers all process components and their interdependencies, ensuring that recruitment, training, and retention are interconnected.

Proactivity: The HRMS's foresight in anticipating changes and implementing measures preemptively to mitigate risks, thus enhancing organizational resilience.

Goal Orientation: A focus on achieving specific organizational objectives and enhancing employee effectiveness, underlining the HRMS's role as a strategic enabler.

Communication: Promotion of open and transparent communication within the organization, fostering trust and collaborative work culture.

Employee Engagement: Establishing conditions that encourage employees' active participation in decision-making and contribute to a supportive corporate culture.

Individualized Approach: Tailoring HR practices to the unique needs and characteristics of employees, aiding in personalized development and motivation.

These attributes equip organizations with the necessary tools to adapt and thrive in challenging environments, thus ensuring their competitive edge and operational stability. Furthermore, the study identifies HRMS as a holistic system where methods, technologies, and tools interact to provide comprehensive support for human resource development, fostering organizational adaptability and sustained growth.

Looking ahead, the research suggests that an advanced HRMS, with the capacity for continuous adaptation, will remain a critical driver of organizational competitiveness. The HRMS should evolve to integrate emerging technologies, such as artificial intelligence (AI) and predictive analytics, which can provide insights into workforce trends, aiding in proactive decision-making. Furthermore, as economic and geopolitical conditions continue to fluctuate, HR systems must include mechanisms for psychological and emotional support to bolster employee resilience in challenging times.

HRMS development should also prioritize enhancing flexibility and communication, as these are critical for employee engagement and organizational harmony. Modern HR systems are advised to implement innovative recruitment and talent management methods, such as talent leasing, outsourcing, and coaching, to meet changing labor demands effectively. In addition, HRMS strategies should foster a positive organizational climate, promote a

Keywords: enterprise; changes; personnel; personnel management; personnel management system.

References:

1. The use of innovative personnel technologies in personnel management at enterprises / L. V. Volyanska-Savchuk, M. V. Matsyshina // *Economics and management organization*. - 2019. – Iss. No. 1 (33). - P. 33-42
2. Features of modern personnel management systems and their effectiveness / I.A Silchenko // *Bulletin of the Berdyan University of Management and Business*.-2016.- №1. _p. 91-95
3. Personnel management technologies [Electronic resource]: monograph / O. A. Gavrish, L. E. Dovgan, I. M. Kreydich, N. V. Semenchenko. – Kyiv: KPI named after Igor Sikorskyi, 2017. – 528 p.
4. Transformation of the enterprise personnel management system: a monograph / Vasyl Brych, Olena Borysiak, Bilous Lyubomyr, Nataliya Halys; Ministry of Education and Science of Ukraine, Ternopil National University of Economics. - Ternopil: Economic opinion of TNEU, 2020. – 211 p.
5. Personnel management in the conditions of the knowledge economy: a collective monograph / O.I. Zaitseva [and 15 others]; editor-in-chief H.G. Savina; Ministry of Education and Science of Ukraine, Kherson National Technical University. - Kherson: FOP Vyshemyrsky V. S., 2019. – 129 p.

culture of continuous learning, and maintain transparency in communication. These elements contribute to a work environment that not only attracts talent but also retains and cultivates it in alignment with organizational goals.

The findings of this research underscore that in a constantly changing market and external environment, personnel management acquires heightened importance for enterprises. The primary goal of an effective HRMS is to optimize human resources, enhance productivity, and secure the organization's competitive position. Identified attributes of such systems include flexibility, adaptability to changes, and responsiveness to emerging challenges and conditions. These qualities empower organizations to optimize hiring, training, and development processes, create motivating work environments, and facilitate employee adaptation to internal and external shifts. The interconnectedness of these HRMS functions forms a cohesive system that strategically supports organizational objectives, ensuring resilience and a competitive edge in a dynamic business landscape.

This structured abstract provides a foundation for the expanded 3500-word document, allowing each of these aspects to be elaborated upon with detailed analysis, examples, and practical recommendations. Let me know if you would like a complete draft or more in-depth exploration of specific sections.