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DEVELOPMENT OF INNOVATIVE DIGITALIZATION TECHNOLOGIES IN PERSONNEL MANAGEMENT

Modern challenges of globalization, transition from the industrial to the networked digital economy, new speeds in business, mobility and transparency, the coming digital revolution certainly requires a revision of the paradigm of doing business - transformation of a traditional company into a technological one. In order to be successful in the face of rapid changes in the digital age, business rules are changing - management models are coming into competition, providing productivity, innovation, flexibility and adaptability in deepening market relationships and implementing the latest digital technologies in HR operations. This determines the relevance of the study.

Many scientists have been engaged in the concepts of the spread of digitalization: K. Kuprin, O. Gudz, V. Makova, S. Legominova, O. Gusev, S. Kolyadenko and others. However, it is necessary to identify an insufficient number of national publications that comprehensively consider this field due to the novelty and constant development of dieting.

The purpose of the study is to analyze and implement digital technologies in personnel management at the enterprise.

The importance of information technology is only increasing every year, and the policy of many companies and even entire states is to transform all data into electronic form.

Web representations, mobile applications, software are all things that a person is confronted with on a daily basis, and this is what can be called elements of digitalization. According to Kuprina, digitalization is a way of bringing any kind of information to digital form [1, p. 259].

S. Legominova and A. Guseva argue that demetallization is needed first and foremost in order to optimize the business with software and IT solutions that will help make it simpler, more economical and better in the context of providing services to clients and meeting their needs [3].

S. Kolyadenko notes that the use of digital data, separated from physical media, for the automation of work and business processes should also be considered as a manifestation of the digitization of business structures [4].

In other words, digitization is based on the capabilities of the modern IT industry, the process of applying modern information-and-communication technologies by enterprises to achieve their goal, focused on the transformation of existing business processes through their digitization.

Predominantly, scientists are unanimous in the view that digitalization generates new competitive advantages for the enterprise [4].

The field of Digital technologies in human resources management is at the stage of its inception, formation, formation, which does not allow for an objective and in-depth analysis of the scientific definition of HR-Digital.

Consider the latest trends in HR Digital in the near future:

1. Use of HR-automation for internal workflow; recruitment: search and selection of candidates for vacancies; evaluation and evaluation of campaign staff; staff training; creation and implementation of flexible working hours schemes; assessing loyalty and staff engagement; monitoring the HR brand of the company.

2. HR-analytics, which involves the use of Big Data and Data mining in the field of HR management and transformation of HR-data into successful business decisions and provides the opportunity to work with factual information, predictive analytics and increase the ROI of HR.

3. HR-marketing as an attractive employer brand for a flexible career path includes: horizontal and vertical models; internal mobility; application of Agile thinking and ways of working in their HR practice; creating and promoting an attractive HR brand for the employer; attracting and retaining talented employees; managing innovative projects and teams; Creation of HR content strategy: Broadcasting of the company's mission: "outside" and "inside"; creation and support of external and internal communications (mass media, blogs, events, etc.); work with loyalty and involvement of staff; creation of brand ambassadors; employee blogs; creating a corporate culture in which you want to work; non-standard creative in promoting the HR brand; corporate content you want to share.

4. Smart recruiting involves the use of new tools: recruiting robots; chat-bots; new channels of engagement; job sales-sales job descriptions; targeted job advertisements; new tools for evaluating candidates; internship.

5. E-learning, including the following innovations: innovations in e-learning of staff; mobile learning; adaptive learning; personalized learning – applying an individual learning trajectory; implementation of individual employee development plans; evaluation of learning effectiveness: measuring ROI of learning; creating a development environment that does not interfere with creativity and deliver high results; application of VR (virtual reality) technologies.

Thus, the chaos of the world and the widespread penetration of the Internet in all walks of life, including in response to changing consumer demands, drives the transformation of business – the transition from the traditional "product" company to the technological, the search for new management models underlying the formation of Digital-strategy. Consider the difference between current HR service delivery models and digital HR (tab. 1).

Table 1

Comparative characteristics
of the current HR model and digital HR

Current HR Models	Digital HR
HR departments focus on the design and harmonization of standard HR processes	HR departments focus on optimizing employee productivity, engagement, teamwork and career growth
Outdated methods for creating and implementing HR metrics	Innovation, specialized software that fits the needs of the organization, developing innovative applications and managing metric platforms
Paper documentation and focus on implementation and integration of enterprise resource planning process	Digital form, going beyond simple enterprise resource planning for developing digital capabilities and mobile applications with a focus on "productivity"
Process - centered thinking, focus on improving existing processes	The use of fundamentally new digital technologies: AI, chats, mobile applications, business cases and more.
Partial flexibility, working with the target audience	Personalization, complete mobility and flexibility
HR service centers are focused on self-service	Operating Centers, HR focuses on helping employees help make their work more productive
Periodic reports	Real-time online reports
Analytical additions	Integrated HR platforms (policies, processes, systems, operations)

This approach is completely new in the human resources field. While the main part of the transition is the translation of legacy cloud systems, the introduction of fundamentally new digital technologies, integrated mobile applications and real-time operating HR. In order to be successful in the new paradigm, HR teams will probably need to collaborate with IT, adapt design thinking, use integrated analytics, and carefully analyze software vendor decisions. This represents a new world for HR technologies and project teams that will open up new career opportunities to transform the impact of HR on the business.

Based on the aforementioned areas of automation, we can conclude that Digital HR technologies are actively used in many areas. But if some companies are fully reviewing the current system, others are able to implement only certain technologies and tools. There are five basic principles for the implementation of modern digital HR technologies in the company.

1. Centralization. Companies benefit by centralizing people, knowledge and technology in one place. Shared knowledge does not have the desired effect, as a critical mass of professionals working on key areas or projects is important. Centralization minimizes interactions and iterations. The connection to reality is maintained at a high level through the introduction of automation, tools and analytics.

2. Automation. In Digital companies, what comes out of being automated is being automated, translated into a new format to give up manual labor that leads to mistakes.

3. Easy and fixed organization. Reduces signal distortion between levels, reducing the number of iterations and costs. Particularly important for shareware organizations. But such companies may not always be able to implement digital HR technologies because they are not budgeted.

4. Concentration. Digital companies focus on a small set of services, but try to provide them with quality and speed, as resources are concentrated along a limited set of destinations. If there are multiple directions, a focused team works on each.

5. Simplicity. Everything should be simple for the client, inside the organization, when interacting with suppliers and partners. Simplicity helps reduce system load. Digital organizations are working on content, not just appearance.

Thus, the scientific result of this study is to substantiate the latest trends and their components of HR Digital development in the near future. The impact of the changes is estimated in business and human resources management for the development of HR-Digital and the possibility of introducing the latest technologies in domestic enterprises in the field of HR. The comparative characteristics of the current HR model and digital HR are analyzed. Here are steps and principles to get you started with the transition from normal HR management to Digital HR.

The practical significance of the results of the study lies in the possibility of their application in the personnel management system at domestic enterprises.

The prospect of further research in this area is to develop the stages of implementation of innovative technologies in the field of personnel management.

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