

**Halyna Nazarova\*, Victoria Rudenko, Rustam Urdukhanov, Petro Khomenko**

Simon Kuznets Kharkiv National University of Economics  
61166, 9A Nauka Ave., Kharkiv, Ukraine

## Transformation of Personnel Management Principles in Modern Management

**Abstract.** The influence of the development of digital technologies in the field of management determines the relevance of research on the transformation of personnel management principles. The purpose of the study was to substantiate the change in the principles of personnel management in the digital economy, which in the future will lead to changes in the models of personnel management in the modern management system. Complex analysis, methods of synthesis, induction, deduction, expert research using information and communication technologies are used as methodical tools to achieve the goal. Actual tasks determining the directions of transformation of modern management in the conditions of the digital economy have been identified and formulated. The available approaches to the classification of personnel management principles are analyzed, which makes it possible to identify groups of the most effective modern management principles. The principles on which the personnel management system is based require transformation, constant updating and refinement, as the market environment in which national enterprises operate and the system of modern management are constantly changing. Aspects of the transformation of personnel management in the system of modern management have been determined, which will allow to obtain information about the change in the system of practical principled approaches to the formation of the personnel management mechanism in specific conditions. The principles of personnel management were formed, taking into account their transformation, based on the determination of the impact of digitalization of the economy on the system of modern management. The outlined set of personnel management principles most fully reflects the content and tasks of the digital transformation process and fully describes the key requirements for building a modern digital management system. Practical significance of the research lies in the development of the principles of personnel management, which will be determined based on the impact of digitalization of the economy on the modern management system, taking into account their transformation, which allows to most fully reflect the content and tasks of the digitalization process and fully describes the key requirements for building a modern digital management system

**Keywords:** principles of management, human resource management, modern management system, digitalization, digital economy

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### INTRODUCTION

The evolution of the modern management system under the influence of digital technologies has led to the reformatting of the life cycle of companies. In the long term, competitive advantages of business entities are achieved through the development of innovative formats. Modern management is characterized by an increase in the amount of investments of transnational corporations in segments of technological chains with "mass demand". Electronic commerce, centers for storage and processing of information and analytical databases form the priority areas of management

development. Intellectual capital, collection, storage, and processing speed of an array of statistical data have become a necessary condition for progressive economic growth.

The transformation of organizational forms of traditional business models has influenced the evolution of the role of companies that become a component part of the digital ecosystem, since the ownership and processing of information and analytical data allow to ensure competitive advantages and obtain the effect achieved by optimizing the network interaction of business entities [1].

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\*Corresponding author

The reformatting of management took place as a result of the development of new organizational forms of business for the creation of values within the ecosystem, which, using flexible and innovative forms of interaction of business entities, reduced the consequences of external and internal risks of the world market [2]. In the digital economy, the high adaptability of network coordination and cross-industry interaction in innovation processes, taking into account collective intellectual property, has increased the effectiveness of management.

The current situation and directions of economic development must be radically changed, the direction and latest trends in research and practical application of modern management theory based on knowledge and innovation must be improved in order to contribute to the achievement of set goals, determine the implementation of management decisions and create a direction of sustainable competitive advantage. To carry out effective economic activities, managers, owners must manage with a strategic approach based on knowledge and innovation [3]. The success of companies and businesses that have already embarked on the path of forming an effective culture gives every reason to expect that the competencies recommended in the article will become a reliable beacon for Ukrainian business leaders.

The purpose of the study was to justify the transformation of the principles of personnel management in the context of digitalization of the economy, which lead to the reformatting of personnel management models in the system of modern management in the long term. Therefore, it is worth paying attention to determine trends in the theoretical aspect and practical application of modern management theory based on knowledge and innovation in order to contribute to the achievement of set management goals, determine the implementation of management decisions and create sustainable competitive advantage.

The scientific novelty of the work consists in the formation of the principles of personnel management, taking into account their transformation, based on the determination of the impact of digitalization of the economy on modern management.

## **ANALYSIS OF PREVIOUS STUDIES ON THE TOPIC**

A lot of Ukrainian and foreign scientists devoted their scientific works to the study of theoretical and practical aspects and the latest trends of modern management, problems of personnel management and its practical implementation. P. Drucker [3] substantiated that the traditional basic principles in the field of personnel management significantly contradict reality and are unproductive, in addition, there is only one correct principle of personnel management – the use of differentiated approaches and management styles for different groups of employees and even individual employees in different situations.

H. Emerson formed the main principles of personnel management and described them in the book “Twelve Principles of Productivity” [4]. However, A. Fayol [5] expressed the opinion that the number of management principles is not limited. In the studies of L. Zakharova [6], regarding the transformation of modern personnel management, it was said that the transformation of personnel management is not so much a difficulty as an opportunity for the development

of personnel in the future, since an employee of any organization ceases to be an ordinary performer of labor functions, which is focused only on achieving the company’s goals, but becomes the main link of the entire management system.

R. Abdusaitovich understands the principle of management as the purposeful activity of individuals aimed at ensuring compliance with stable procedures and rules used in the management of processes based on objective laws [7]. From here it is possible to define the principle of personnel management: the purposeful activity of those who follow established procedures and rules used in the process of managing personnel activities, based on objective laws.

A. Koquenova’s research concerned the philosophy of dealing with “human capital” adopted by organizations, expressed in the optimization of its structure, costs and development, and management systems to build the necessary workforce determine the principles used as the basis. All organizations are not static systems. It is in constant development. And the degree of sustainability of this development depends on the flexibility of the company, its mobility in dealing with resources [8].

S. Gorbachenko and M. Makedonskaya think that one of the basic principles of modern management is the principle of competence. This principle is based on the horizontal division of labor. Its use implies that each manager and manager possess both practical skills of a specialist in his field and directly managerial qualities. In addition, personal professional skills of managers, their ability to lead and ability to establish internal and external communications are important [9].

S. Kaczmarek viewed the implementation of digitalization and a framework to support management in implementation as a holistic task that takes into account innovation and the integration of digital information, as well as business organization and human resource management [10]. Human roles represent strategic HR planning and competency management processes related to HR management tasks, from goal development, planning, decision-making, and implementation to monitoring within the digital transformation process.

G. Zapsha substantiated modern management as a symbiosis of tools, mechanisms and theoretical concepts not only with regard to the practical implementation of management decisions, but also with regard to achieving the maximum socio-economic effect from the choice of certain alternative management options [11]. Therefore, it is worth recognizing that the main task of modern managerial work is to maintain an optimal balance between the management of business processes and the fulfillment of social tasks, which is a difficult challenge for the current domestic business space.

In research by L. Filipova and D. Galenko it is about the modern concept of personnel management consists in increasing the role of the employee’s personality, in the need to take into account his motivational attitudes, to be able to direct them to solve the company’s tasks [12].

A. Vdovichen, V. Chychun and H. Polianko in the course of the study established that today the main obstacle, due to which it is not possible to effectively apply modern management principles at enterprises, lies primarily in the uncertainty and vagueness of the development strategy, which provides for the long-term planning of the activities of enterprises [13].

Studies prove that the application of modern principles of personnel management at enterprises contributes to the growth of economic results of activities and increase of their competitiveness. Nevertheless, the topic of developing the principles of personnel management does not lose its relevance.

### ASPECTS OF PERSONNEL MANAGEMENT TRANSFORMATION IN THE MODERN MANAGEMENT SYSTEM

In modern conditions, when applied management practices are decisive for the successful functioning and implementation of the development strategy of corporations, organizations and firms, the problems of identifying and analyzing characteristic trends in the field of building modern management systems become extremely relevant. Ignoring such trends in the long term can lead to a significant weakening of competitive and reputational positions. At the same time, the timely development of models of the personnel management system, the development of management mechanisms taking into account the requirements of the time allows to increase the efficiency of the functioning of corporations, enterprises, organizations and firms and adequately respond to modern challenges. The paradigm features that offered in the management of personal in modern enterprises are the following: the systematic approach to the personal management in enterprises provides a unified approach, principles, objectives, functions and organizational structure, the systematic approach to the personal management [14].

In the philosophy of management, in its original understanding, the human resource, its components, which, in turn, are contained in each employee of the organization, are presented in the form of a certain asset or capital of the enterprise. It is to such a resource that it is necessary to treat it carefully and to increase it, which allows to achieve strategically important and priority economic goals. Thus, such a resource contributes to the proper functioning of any organization, helps to strengthen its position on the market. In this regard, personnel management is the main basis of a proper management system. Without a rationally functioning personnel policy system, it is impossible to exist in the labor market, to achieve the tasks set by the management of the organization.

Taking into account the above, it should be noted that there is an urgent need to develop innovative approaches to personnel management, since modern realities dictate new needs in the management environment. In addition, despite close attention to the problem of personnel management, it can be argued that the methods and tools of the personnel management system developed in domestic and Western literature are insufficient, since most of them are developed without taking into account modern requirements, which include the complete modernization of all spheres of life. humanity At the same time, it is worth paying attention to the fact that the current market uncertainty in the world contributes to the formation of new approaches to personnel policy in general. In addition, the fundamental works of theoretical scientists, which were devoted to the ideas of personnel management, eventually become old and less significant in terms of applied value [6].

Along with this, it is noted that modern personnel management and the entire personnel policy as a whole has

a significant improvement, has fundamental and applied principles, continues to dynamically change in connection with objective realities, and the vector of development is determined taking into account current global and domestic trends, as well as manifestations of individual, "point" factors of socio-economic, geographical, political significance. It should be noted that the modern transformation of the labor market has a number of features, namely: the modern worker has ceased to be a tool for achieving the goals of organizations or the state; the modern employee is the goal of the organization to achieve well-being, balance, economic and organizational stability in general. In this regard, the human factor is one of the key factors in the economic development of any enterprise, and not a materialistic model that indicates that an employee is a tool.

The authors defined and formulated actual tasks that determine the directions of transformation of modern management in the conditions of the digital economy:

- preservation of organizational culture;
- provision of comfortable services for the use of digital technologies to the staff;
- activation of the involvement of employees in remote work;
- increase of staff loyalty and satisfaction;
- maintaining a favorable atmosphere in the organization;
- formation of new norms and rules of interaction between employees and employers;
- increasing orientation towards the final result;
- application of methods of remote training of employees;
- differentiation of remuneration;
- the need for continuous training;
- use of educational tracks;
- unification of approaches to personnel management;
- use of personnel services system;
- creating a modern personnel policy.

The pandemic and digital transformation are processes with a long-term transformative effect that have led to certain changes in modern management, business culture and work style. The fact that these changes are occurring simultaneously, in all industries, indicates their inevitability and significant potential. Companies forced to look for solutions go through the process of transformation through trial and error [15]. The pandemic has underscored the need for a better understanding of how work situations affect employee behavior and behavior. It exposes the tensions between stakeholders and highlights the need to consider employees, customers, communities, etc. in addition to shareholders [16]. From an HR perspective, digital transformation means attracting employees with digital and analytical skills who can replace the existing workforce. One key challenge for incumbents is to compete for talent with these skills with new digital entrants [17].

The main trends in the transformation of modern management in the personnel management system can be reduced to the following points: the hiring system has changed; remote control methods are increasingly used; the need for mental work increases; the system of "manager-employee" relations is being transformed; incentives and priorities are changing; traditional management methods have been abandoned. This process requires not only technical knowledge, but also an understanding of the fundamental principles of building next-generation assets that can support and develop innovative business models [18].

Attention should be paid to the fact that the transformation of modern management in the conditions of the digital economy does not do without changes in social and labor relations, since they are the main determinant of modern management.

A new feature of social and labor relations includes different levels of decision-making in the management of employees. As a rule, in the modern era, large companies are monopolists in a certain industry, implementing a policy of social protection of their personnel to solve problems, achieve cultural and other values, and establish harmonious relations.

At the same time, the value of moral, ethical and material incentives is increasing, the motivational characteristics of the employee are increasing, the need for effective and high-quality management is increasing, the systems of personnel participation in the management of the enterprise, its capital, and profit are changing. It is necessary to pay attention to the fact that any relationship in the field of work contains a large number of its participants, processes and connections.

Personnel management in the modern management system is one of the most important parts of the system, because in the organizational plan, personnel management covers all employees and all structural units in the organization that are responsible for personnel work. The personnel of any business entity, as an internal factor and internal environment of changes, is actually an internal aspect and an internal source, and its essence is that changes in the business entity's activities are carried out without external influence. Internal factors, the strength and extent of which depend on the level of quality of employees, their role in the overall management system, the possibility of achieving personal and professional competence [19]. The structure of modern management takes into account the interrelationship of all aspects of personnel management, which is reflected in the formulation of final goals, the determination of methods of achieving goals, and the establishment of appropriate management mechanisms.

That is, personnel management in modern management systems is more about practical actions than conceptual procedures and rules. On the basis of the theoretical base of the modern organization management system, a set of methods and procedures of the personnel management process, including the influence of the organization on employees, can be identified for the maximum use of the potential of employees. For this, organizations have

developed a management system, a conceptual set of principles for working with people, and consistent adherence to these principles helps ensure the organization of competitive people, taking into account the interests of employers and employees. A modern management system should be based on the principles of personnel management, which are implemented by defining and performing specific functions and tasks, which are distributed among structural units and individual performers.

The personnel of the enterprise is constantly highly dependent on the conditions and factors of the external environment. Personnel management and personnel policy, industrial labor discipline, employee incentive system and other principles affect the enterprise. Personnel depends on external circumstances: labor market conditions, state regulation, quality of life, level of education and other socio-economic conditions. The principles of management ensure the implementation of the company's management strategy and ensure the adjustment of the goals and tasks of personnel management, taking into account the above changes [20]. The principles of personnel management reflect the requirements of objective and effective economic laws and regularities and are therefore objective, but in any case, personnel management is carried out in accordance with the principles traditionally established in domestic organizations: scientificity, democratic centralism, planning, first-person, unity of management; recruitment and placement of personnel; combinations of single leadership and collegiality, centralization and decentralization; linear, functional and target management [21].

Research on changing the principles of personnel management suggests that they are very diverse and have a multi-level structure. The list of general principles of management, developed by different authors, varies depending on the specific scientific approach determined by the subject, goal and task of the research.

The principles on which the personnel management system is based also need to be transformed, constantly updated and refined, as the market environment in which national enterprises operate and the system of modern management are constantly changing.

Such a situation dictates the existence of various organizational principles of management (Table 1), which are aimed at regulating internal relations between the controlling system and the controlled system, as well as internal relations based on established rules and norms.

**Table 1.** General and organizational principles of management

General management principles		Organizational management principles	
Representative	Management principles	Representative	Management principles
O. Antonyuk [22]	Objectivity (scientific); systematicity; efficiency; optimality; planning; purposefulness; legal protection of management decisions; integrity of the management system.	A. Fayol [5]	Division of labor and power (responsibility); discipline; unified leadership; single leadership; personal interests subordinated to general interests; remuneration of the employee; centralization; scalar chain; command; justice; stability of the employee's workplace; protection of interests; corporate spirit.
G. Osovska [23]	Purposefulness; planning; authority; discipline; stimulation; hierarchy.	O. Antonyuk [22]	Single ownership; hierarchy; compliance of the organization and its employees; specialization; scalar chain; levels of authority; sphere of control; decentralization

Table 1, Continued

General management principles		Organizational management principles	
Representative	Management principles	Representative	Management principles
M. Martynenko [24]	Interdependence; dynamic balance; economy; scientific validity of management practice; efficiency; optimality; constant improvement of management processes and methods; planning; agreement of goals; integrity of the management system; flexibility of the organizational structure.	F. Khmil [25]	Functional definition; scalarness; level of authority; single leadership; parity of powers and responsibilities; delegation of authority; control range; direct management; compliance of tasks.

The general principles of personnel management are universal and affect all areas of management.

The analysis of existing methods of classification of personnel management principles allows to identify the most effective groups of modern management principles. The first group includes the principles of engineering management [26]:

- the principle of purposefulness (distribution of responsibility or collective responsibility; reward for achieving goals; clarity of goals and objectives);
- principles of activity coordination (reasonable disciplinary requirements; unity of management and cooperation; systematicity and planning; coordination of interests or prioritization of certain interests, for example, the interests of consumers; hierarchy of powers and responsibilities; compliance with codes of conduct; rational communication);
- principles of ensuring the efficiency of activity (optimal division of labor and specialization; economy; optimal combination of centralization and decentralization; professionalism and its constant improvement).

The second group includes the principles of influencing the behavior of employees:

- principles of activity activation (motivation, responsibility, creation of a favorable atmosphere);
- principles of ensuring job satisfaction (fairness, loyalty to employees, honesty and trust in people).

The third group includes the principles of social orientation of management:

- principles of entrepreneurship;
- principles of business ethics;
- the principle of continuous improvement of management (management innovations);
- scientific principles;
- the principle of timely response to changes in the external environment.

Personnel management basically implements the following modern principles [27]:

- principles of scientificity, democratic centralism, planning, priority, unity, management;
- principles of selection, hiring and placement of personnel;
- the principle of combining unitary leadership with cooperation, centralization and decentralization;
- principles of linear, functional and target management;
- principles of control over the implementation of decisions, etc.;
- the principle of delegation of authority and responsibility;
- trust in employees combined with performance review.

Each of these principles should be ensured when implementing a personnel management system in terms of examining the nature of each generation's behavior and aspirations. The formation of corporate culture principles

occurs at the intersection of the concepts of “business” and “ethics”, and finding a balance or equivalence between these concepts provides employee motivation for productive work as well as the performance of companies, institutions and organizations. [28].

The use of these principles as a complex determines the full use of modern personnel technologies in a real situation. Principles, thus, are a means of adapting theoretical constructions to the specific characteristics of certain activities of the firm. The principles, thus, are a means of adapting theoretical constructions to the specific characteristics of the specific activity of a specific enterprise.

However, it is worth adding that the above principles of personnel management should be adjusted and refined, as they cannot be applied in the conditions of a dynamically developing digital economy and society.

### FORMATION OF PERSONNEL MANAGEMENT PRINCIPLES TAKING INTO ACCOUNT THEIR TRANSFORMATION

In the digital economy, a condition for effective human activity is the development of management tools that provide real socio-economic returns [29].

Digitization of personnel management today is an important factor in the effectiveness of almost every organization. Along with this, it should be noted that although digitization in any field contributes to cost reduction, optimization of business processes, aggregation of a large database, which are indisputable advantages, but there are some areas in HR that cannot be fully automated. First of all, these are the psychological aspects of work: the formation of organizational culture and the formation of the morale of personnel in the work team [30].

The transformation of the principles of personnel management should be understood as a qualitative change in the practical principles and systems of methods that form the mechanism of personnel management in specific conditions.

It should be noted that the transformation of personnel management principles primarily consists in changing conceptual approaches as such. In this aspect, the following approaches are gradually applied: economic, organic and humanistic. The economic approach gives rise to the concept of the use of labor resources. In this approach, the technical training of business personnel, rather than management training, takes the leading place. The organic approach marks a new perspective on personnel management, going beyond traditional labor organization and payroll functions.

The transformation of the principles of personnel management consists in changing the attitude towards a person as a subject of labor activity. Therefore, within the

framework of the transformation of principles, a person should be considered from two points of view:

- as a resource of the production system (labour, human, human) – an important element of the production and management process;
- as a person, with needs, motives, values, relationships, which is the main subject of management.

In modern management, where the contribution of physical assets to creating and maintaining competitive advantage is steadily declining, the ability of human capital to initiate, implement, perceive, and use new technologies is critical to a company’s competitive advantage [31]. As a result, the importance of knowledge technology, which is a component of technology itself, is increasing. Note that the ability of a company’s management system to learn faster than others from the experience of change becomes a strategic direction for creating competitive advantage.

Due to the peculiarities of the modern business environment, predictability is limited. However, the loss of forecasting and planning skills can be compensated for by adaptability. New technologies bring a certain amount of flexibility and new possibilities to workplace design. Technology is becoming an organizational element itself, influencing the nature of work and how it is implemented [32]. At the basic level of human resource management, techniques formalized by organizational and technical internal normative documents form the necessary state of objects and management processes, thereby providing opportunities for implementing system monitoring of objects and processes. produces Technology ensures the orderliness and

stability of processes and forms the capacity for high-quality processes and work performance [33]. A tool for improving management efficiency based on the transformation of operational business models to digital technologies due to: optimization of business processes and cost reduction at all levels; rational use of available opportunities and infrastructure; digitization and modernization of the entire value chain for digital technologies and modernization.

However, in order to effectively use the digitalization of modern management, the subject must constantly implement new technologies, test them and use the results obtained for better adaptation and preparation for future tasks. Although introducing new technologies is riskier than using already familiar systems and equipment, the potential opportunities and rewards will be greater [34].

For the successful transformation of personnel management in the modern management system, corporate functions that are consistently aimed at digital changes and interact synergistically in this regard are needed. Human resource management is also problematic and must critically evaluate its own products, services, processes and structures and use new technologies to further develop them. Personnel management performs an important function for the entire transformation process by (co)initiating and purposefully managing the change in corporate culture [35].

Based on the determination of the impact of digitalization of the economy on the modern management system, the authors formed the following principles of personnel management in companies and business structures, taking into account their transformation (Fig. 1).

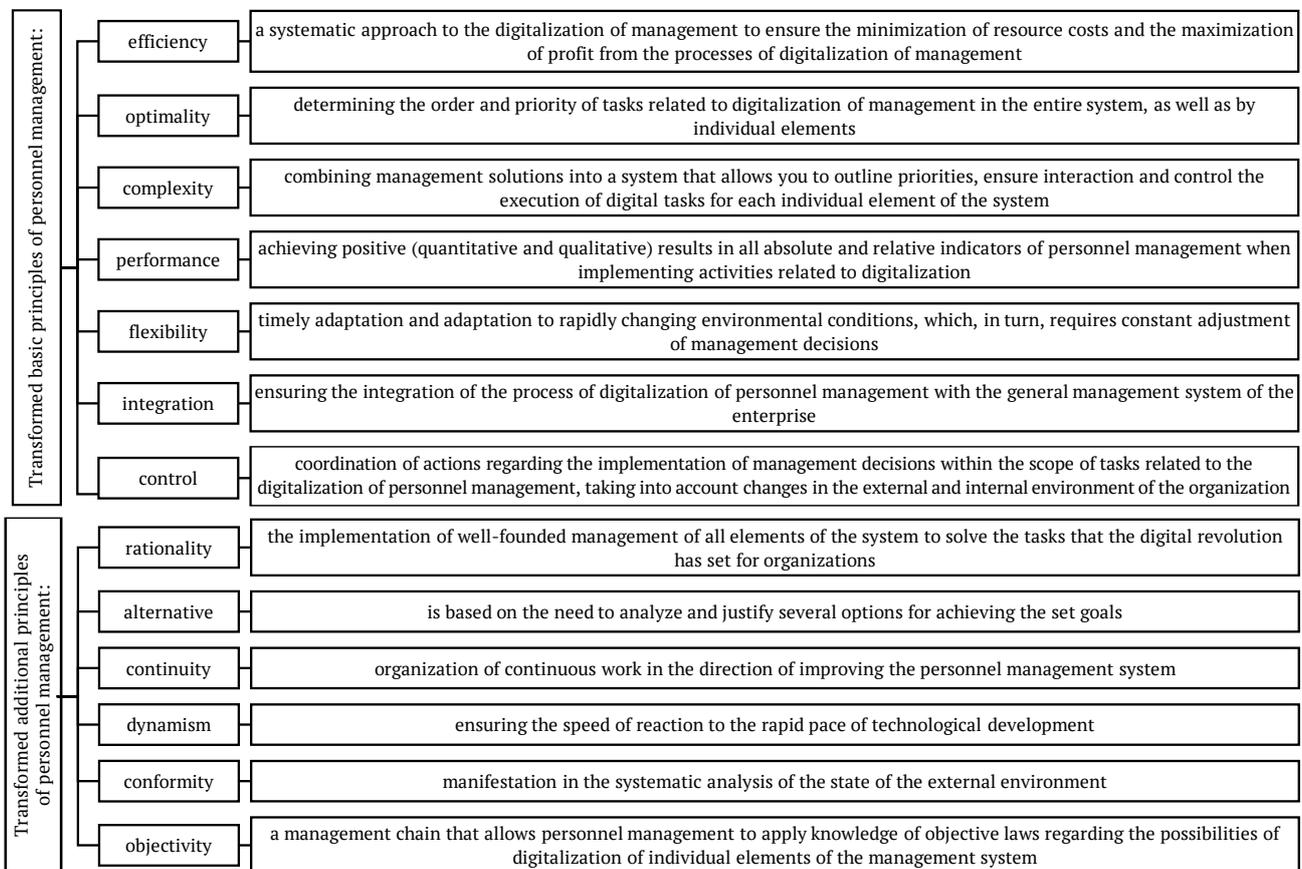


Figure 1. A set of basic and additional principles of personnel management

Source: compiled by the authors

The given set of basic and additional principles of personnel management, taking into account the transformation of modern management, fully reflects the content and tasks of the digital transformation process, and also fully illustrates the key requirements for building a modern digital management system.

The principles considered above are, of course, general, so in each specific case it is advisable to supplement them with certain details, based on the operational subtleties of the functioning of a separate organization. The significance and importance of the transformation of personnel management principles depends on the characteristics of the independent modern management system and the state of the external environment, which tends to change over time.

## CONCLUSIONS

Studying modern aspects of the transformation of the principles of personnel management and modern approaches to the formation of organizational structures of modern personnel management, it can be concluded that in the modern science and practice of personnel management there is a process of constant improvement, renewal and search for new methods, approaches and ideas in the field of personnel management as a key and strategic resource of business organizations, companies, enterprises and business structures. The prospects of the digital economy certainly require the use

of improved principles of personnel management. The key to success is the formation of an appropriate human resource.

The outlined set of basic and additional principles of personnel management, taking into account the transformation in modern management, which most fully reflects the content and tasks of the digital transformation process, as well as fully describes the key requirements for building a modern digital management system, can become the basis for the formation of effective models of the modern management system.

Theoretical significance of the research lies in the proposal of the principles of personnel management, which are determined on the basis of the impact of digitalization of the economy on the modern management system, taking into account their transformation, which makes it possible to most fully reflect the content and tasks of the digitalization process and fully describes the key requirements for building a modern digital management system. The directions of the transformation of modern management in the conditions of the digital economy are outlined and the circumstances that led to changes in modern management, business culture and work style are determined.

As part of future research, it is worth investigating the issue of introducing transformed principles of personnel management into the organizational process of enterprises and organizations.

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**Галина Валентинівна Назарова, Вікторія Олександрівна Руденко,  
Рустам Ібрагімович Урдуханов, Петро Петрович Хоменко**

Харківський національний економічний університет імені Семена Кузнеця  
61166, пр. Науки, 9А, м. Харків, Україна

## **Трансформація принципів управління персоналом в сучасному менеджменті**

**Анотація.** Вплив розвитку цифрових технологій у сфері менеджменту визначає актуальність дослідження трансформації принципів управління персоналом. Метою дослідження було обґрунтування зміни принципів управління персоналом в умовах цифрової економіки, що в перспективі призведе до зміни моделей управління персоналом в сучасній системі менеджменту. Як методичні засоби досягнення мети використовуються комплексний аналіз, методи синтезу, індукції, дедукції, експертне дослідження з використанням інформаційно-комунікаційних технологій. Визначено та сформульовано актуальні завдання, що визначають напрями трансформації сучасного менеджменту в умовах цифрової економіки. Проаналізовано наявні підходи до класифікації принципів управління персоналом, що дає змогу виділити групи найбільш ефективних сучасних принципів управління. Принципи, на яких базується система управління персоналом, вимагають трансформації, постійного оновлення та вдосконалення, оскільки ринкове середовище, в якому працюють національні підприємства, і система сучасного менеджменту постійно змінюються. Визначено аспекти трансформації управління персоналом у системі сучасного менеджменту, що дозволить отримати інформацію про зміну системи практичних принципових підходів до формування механізму управління персоналом у конкретних умовах. Сформовано принципи управління персоналом з урахуванням їх трансформації на основі визначення впливу цифровізації економіки на систему сучасного менеджменту. Окреслений набір принципів управління персоналом найбільш повно відображає зміст і завдання процесу цифрової трансформації та повно описує ключові вимоги до побудови сучасної цифрової системи управління. Практичне значення дослідження полягає в розробці принципів управління персоналом, які будуть визначені на основі впливу цифровізації економіки на сучасну систему управління з урахуванням їх трансформації, що дозволяє найбільш повно відобразити зміст і завдання процесу цифровізації та повністю описує ключові вимоги до побудови сучасної цифрової системи управління

**Ключові слова:** принципи менеджменту, управління людськими ресурсами, система сучасного менеджменту, цифровізація, цифрова економіка