

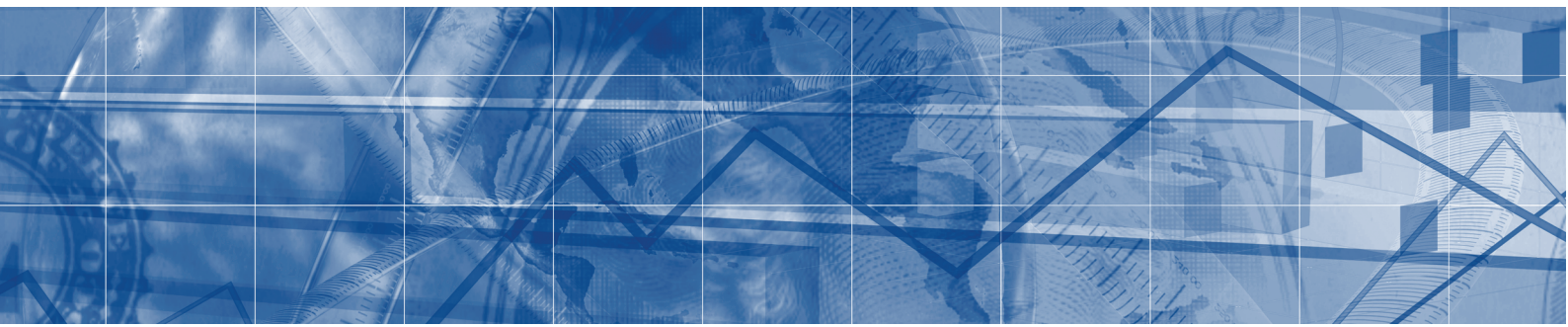


Молодіжний економічний вісник ХНЕУ ім. С. Кузнеця № 3

Журнал

вересень 2025

*Випуск присвячено Міжнародній науковій конференції
з економічного розвитку та спадщини Семена Кузнеця
CED-2025*



ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

Молодіжний економічний вісник ХНЕУ ім. С. Кузнеця

**№ 3
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Виходить щоквартально

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TRANSFORMATION OF HR PROCESSES UNDER THE INFLUENCE OF THE INDUSTRY 5.0 CONCEPT

UDC 331.108:658.3:004.94

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Annotation. The article investigates the transformational processes in human resource management under the influence of the Industry 5.0 concept, which emphasizes a human-centered approach to production and business processes. The key aspects of Industry 5.0 are identified, highlighting the synergy between artificial intelligence, robotic systems, and human creativity. New HR roles in the context of this transformation are examined, and the necessity of managing employees' digital identity as a new requirement of the modern labor market is substantiated. A model of a holistic approach to HR process management in the context of Industry 5.0 is presented.

Keywords: Industry 5.0, HR processes, human-centeredness, artificial intelligence, digital identity, human resource management transformation.



Анотація. У статті досліджено трансформаційні процеси у сфері управління людськими ресурсами під впливом концепції Індустрії 5.0, яка передбачає людиноцентричний підхід до організації виробництва та бізнес-процесів. Визначено ключові аспекти Індустрії 5.0, що зосереджує увагу на синергії між штучним інтелектом, роботизованими системами та людською креативністю. Розглянуто нові HR-ролі в умовах трансформації, обґрунтовано необхідність управління цифровою ідентичністю працівників як нової вимоги сучасного ринку праці. Представлено модель цілісного підходу до управління HR-процесами у контексті Індустрії 5.0.

Ключові слова: Індустрія 5.0, HR-процеси, людиноцентричність, штучний інтелект, цифрова ідентичність, трансформація управління персоналом.



Statement of the problem. The current stage of socio-economic development is characterized by rapid digital transformation, the integration of innovative technologies, and the reorientation of business processes toward human-centered principles. In this context, human resource management acquires a qualitatively new significance, as employees become the key factor in creating synergy between technological advancements and organizational models.

Industry 5.0 is regarded by contemporary research as an evolutionary stage in the development of industrial systems, emerging on the foundation of the achievements of the previous stage - Industry 4.0. While the latter primarily focused on automation, robotics, digitalization of production, and intelligent data-exchange technologies, Industry 5.0 proposes a fundamentally new methodological paradigm. At its core is the integration of technological progress with human intelligence, creativity, and social responsibility. This approach reflects a shift from a technocratic development model to a human-centered one, where the priority is not only economic outcomes but also employee well-being, the harmonization of relationships in the production environment, and adherence to sustainable development principles.

The aim of this article is to investigate the trends in the development of HR technologies within the context of Industry 5.0, to substantiate their impact on the transformation of human capital management systems, and to identify strategic guidelines for organizations in preparing for the implementation of innovative solutions.

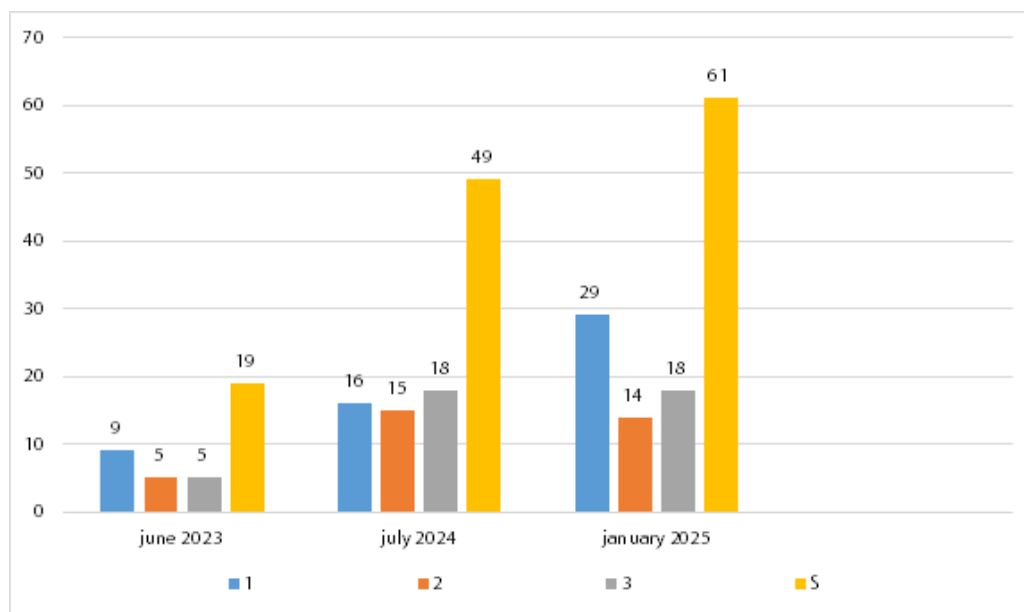
Presentation of the main material. A distinctive feature of the Industry 5.0 concept is its emphasis on the symbiotic interaction between humans and machines. Unlike Industry 4.0, which in many instances focused on replacing human labor with automated systems, the new paradigm is based on cooperation. The integration of human creativity, strategic thinking, and the capacity for ethical decision-making with the high precision and efficiency of robotic systems creates a unique production environment. In such a context, technologies cease to function as competitors to humans and instead assume the role of tools that enhance human capabilities [1].



Key characteristics of Industry 5.0 include personalized production tailored to the needs of individual consumers, the implementation of environmentally responsible technologies, and the establishment of smart factories capable of high adaptability to market changes. The deployment of human-centered technologies aims to construct production processes in which quality of life, social justice, and environmental responsibility are integral components of operational efficiency. Consequently, Industry 5.0 is not merely a continuation of Industry 4.0 but represents a qualitatively new vector of industrial transformation, wherein human-machine interaction is considered a systemic factor for enhancing the competitiveness and resilience of enterprises in the global digital environment.

Deloitte Human Capital Forward analyzed the overall impacts of Industry 5.0 and the evolving HR technologies. According to Deloitte's report «2024 HR Technology Trends», artificial intelligence, particularly generative AI, is projected to generate up to 10% of all data by the end of 2025 [2]. Mercer, one of the world's leading consulting firms specializing in human resources management, organizational transformation, and strategic solutions in health, well-being, and investments, conducted the «Global Talent Trends 2024–2025» study. This research was based on additional findings derived from the Pulse survey, which included responses from 1,800 HR leaders across 24 key markets and 17 industries. By 2025, HR executives increasingly recognize the necessity for change, with 79% indicating that their organizations require greater flexibility in talent management processes to realign the workforce with shifting business priorities. Productivity challenges continue in 2025, with only 17% of HR leaders describing their organization as industry-leading or making considerable progress, and 68% just starting their journey to human-centric productivity [3]. Executives understand that workforce upskilling/reskilling and employee well-being continue to be critical to success.

According to Gartner data, the proportion of HR leaders at advanced stages of GenAI implementation increased from 19% in June 2023 to 61% by January 2025 [4]. This trend indicates a significant rise in the maturity level of innovative technology adoption within HR processes, reflecting a shift from experimental pilot projects to large-scale practical application. It suggests that organizational leaders increasingly recognize the strategic value of GenAI as a tool for enhancing human resource management efficiency, optimizing processes, and creating additional competitive advantage for their organizations.



1) conducting pilots of concepts; 2) already planning implementation; 3) already implemented; 4) in total

Fig. 2 **Dynamics of the maturity level of the application of innovative technologies in HR processes, %**

Source: developed by the author based on [4]

Thus, to enhance the tangible value of artificial intelligence implementation in human resource management, it is essential to transition from the stage of experimental trials and pilot projects to practical application that generates a



significant organizational impact. This implies that HR leaders should focus not only on testing technological solutions but also on developing comprehensive strategies for their integration into HR processes. Such an approach facilitates the transformation of AI from a tool of limited use into a fundamental instrument for improving the effectiveness of HR practices, particularly in areas such as recruitment, competency assessment, personalized learning, and employee performance management.

The development of artificial intelligence (AI) technologies is significantly transforming the field of human resource management, creating conditions for the emergence of fundamentally new professional roles within HR functions [5]. Traditionally, HR departments focused on administrative procedures, labor relations management, and operational support; however, in the AI era, they increasingly perform a strategic function related to the implementation and coordination of digital technologies. A comparison of traditional and newly emerging transformative HR roles in the age of artificial intelligence is presented in Table 1.

Table 1

Comparison of Traditional and Emerging Transformational HR Roles in the Era of Artificial Intelligence

Traditional HR Roles	New HR Roles in the AI Era	Key Differences
HR Business Partner (HRBP) – coordinates alignment between business strategy and HR policies	AI Product Leader in HR – develops strategies for implementing AI solutions in human resource management	Shift in focus from aligning business goals to driving digital transformation of HR processes
HR Analyst – analyzes performance metrics, turnover, employee satisfaction	GenAI Expert – applies generative algorithms for forecasting, competency modeling, and big data analysis	Transition from descriptive analytics to predictive and intelligent analytics
Learning & Development Specialist – organizes training programs, evaluates competencies	HR Innovation Manager – coordinates the implementation of digital tools, tests new HR technologies	From traditional L&D to comprehensive management of innovative HR solutions
Recruiter / HR Administrator – conducts talent sourcing and document management	AI-driven HR Operator (AI-driven Recruiter) – uses AI for talent acquisition, candidate assessment, and automation of HR operations	Shift from manual operational tasks to AI-based automation
Internal Communications HR Manager – organizes employee interactions	Digital Identity Manager – ensures transparency, security, and digital reputation of employees	Growing importance of digital presence and cybersecurity in HR practices

Source: [2; 5; 6]

One of the key positions emerging in the HR domain is the HR Artificial Intelligence Product Leader. The primary responsibility of this role is the development and implementation of a comprehensive AI strategy within human resource management. This specialist functions as a «bridge» between the HR department and the organization's overarching digital strategy, ensuring alignment between HR policies and broader digital transformation initiatives. Furthermore, the AI Product Leader oversees the integration of AI across critical HR functions, including recruitment, onboarding, competency development, and performance monitoring.

Equally significant is the emergence of the Generative AI (GenAI) Expert role. This specialist focuses on the practical application of generative algorithms, which facilitate the automation of routine processes and enable innovative approaches to personnel data management. The GenAI Expert leads relevant initiatives, coordinates cross-functional collaboration, and evaluates the effectiveness of new technologies in HR processes [4].

The GenAI Expert leads relevant initiatives, coordinates cross-functional collaboration, and is responsible for evaluating the effectiveness of implementing advanced technologies within HR processes. Another promising role is the Head of HR Innovation, whose responsibilities include identifying, testing, and scaling new AI-based HR solutions. This position entails active collaboration with external technology partners, implementation of pilot projects, and fostering a culture of innovation within the organization.

Thus, the development of new HR roles in the era of artificial intelligence is a critical condition for organizational adaptation to the challenges of Industry 5.0. It enables more flexible, technology-driven, and human-centric human resource management.

Human resource management acquires a qualitatively new significance, as employees themselves become the key factor in creating synergy between technologies and organizational models. The proposed holistic HR management



model in the context of Industry 5.0 is based on a comprehensive integration of digital tools, social responsibility, and individualized human capital development. The description of this holistic approach to managing HR processes within the framework of Industry 5.0 is presented in Figure 1.

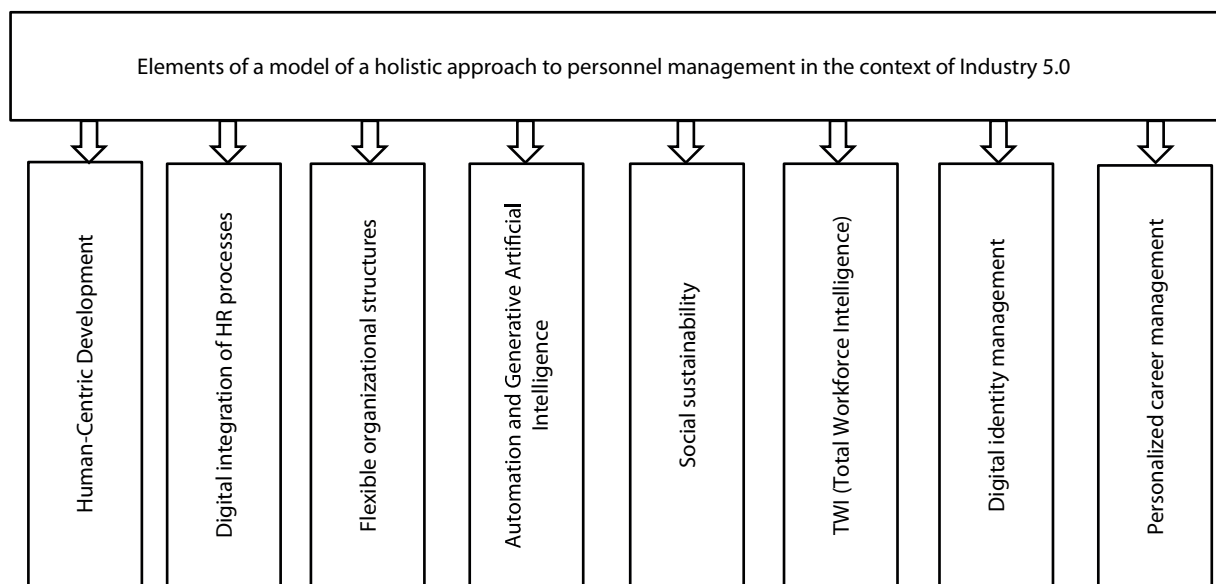


Fig. 2 **Model of a holistic approach to HR process management in the context of Industry 5.0**

Source: developed by the author based on [1; 3; 5; 7]

The first key element of the model is human-centered development, which involves a shift from the mechanistic utilization of labor resources toward creating conditions that enable the full realization of employees' creative and intellectual potential. This requires the integration of soft skills development programs, the cultivation of competencies in artificial intelligence and digital technologies, as well as the active implementation of lifelong learning tools.

The second element is the digital integration of HR processes, which encompasses the use of Human Capital Management (HCM) systems, Learning Management Systems (LMS), and analytical tools that facilitate the monitoring of employee performance, engagement, and satisfaction levels. Through digital integration, HR management transitions from performing auxiliary functions to strategic, data-driven management, enhancing organizational effectiveness and supporting the adaptation to the dynamic environment characteristic of Industry 5.0.

An important component of this approach is the automation and application of generative artificial intelligence, which enables the optimization of routine tasks such as recruiting, resume analysis, and scheduling. This allows HR professionals to allocate more time to strategic analytics, shaping corporate culture, and developing leadership practices. Generative AI algorithms are expected to become increasingly integrated with existing HR technology solutions, providing opportunities to create novel models of employee interaction and facilitating the personalization of managerial decision-making.

The fourth element of the model consists of flexible organizational structures, which allow companies to adapt to highly dynamic market conditions. This involves the implementation of Agile practices, project-based approaches, and dynamic resource allocation, making human resource management more mobile, responsive, and adaptive to organizational needs.

Particular attention should be paid to the aspect of social sustainability, which reflects the integration of ESG principles into human resource policies. Corporate social responsibility, strategies for managing workforce diversity and inclusion, and initiatives aimed at employee well-being have become

Innovations are emerging in the ways organizations access and analyze workforce data. Total Workforce Intelligence (TWI) represents a consolidated approach that enables organizations to manage their workforce by leveraging external



labor market data across various talent management models. TWI, or Total Workforce Intelligence, is a cutting-edge concept in human resource management and data analytics. It integrates HR analytics systems, artificial intelligence, and business intelligence to create a comprehensive understanding of an organization's workforce. TWI analyzes job postings, resumes, talent profiles, and census data to generate insights regarding skills availability and workforce competencies [5].

A key trend within this domain is the increasing importance of employee digital identity, which has become critical both for organizations and candidates in the labor market. Digital identity encompasses electronic profiles, social media data, online learning history, digital certifications, as well as reputation and engagement within professional communities [6]. It not only reflects an individual's qualifications and competencies but also demonstrates their capacity to operate in a digital environment and adapt to technologically intensive workplaces.

Finally, the concluding element of the model is personalized career management, which entails an individualized approach to competency development and the construction of professional trajectories. This approach enhances employee satisfaction, fosters long-term loyalty, and ensures that human capital aligns with the organization's strategic objectives.

Thus, a holistic approach to human resource management in the context of Industry 5.0 is conceptualized as an integrative model that combines technological innovations, human-centered principles, and socially responsible practices. Its implementation is expected to contribute to the development of sustainable business models and the harmonious advancement of human-technology interaction.

Conclusions. The conducted study demonstrates that the Industry 5.0 concept establishes a new paradigm for human resource management, wherein the balance between technological innovation and a human-centered approach becomes critical. The transformation of HR processes in this context goes beyond the mere automation of routine operations and entails the creation of adaptive human capital management systems that foster competency development and enhance the employee's value as a strategic resource. The results indicate that in the near future, HR processes will need to integrate digital ecosystems oriented toward sustainable development and the enhancement of corporate resilience. This necessitates the establishment of new HR roles, the development of digital identity management mechanisms, and the implementation of strategies for innovative human capital development. Consequently, Industry 5.0 is transforming the HR function from an administrative tool into a strategic driver of organizational sustainability and competitiveness in the global market.

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