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**Specific Features of Human Resource Management at a Trade Enterprise in a  
Turbulent Environment**

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**Особливості управління людськими ресурсами торговельного  
підприємства в умовах турбулентного середовища**

*The article presents a generalization of existing approaches, models, and tools  
for human resource management in trade enterprises operating in a turbulent*

*environment characterized by military risks, inflationary processes, disruptions to logistics chains, the digitalization of business processes, and transformations in consumer behavior. It is emphasized that, under conditions of dynamic change and increasing uncertainty, trade enterprises in Ukraine must ensure a high level of adaptability, flexibility, and innovation in management, with the effective utilization of human resources playing a key role. The study highlights that personnel are considered a strategic resource capable of ensuring competitive advantages through the generation of innovative solutions, improvement of service quality, and enhancement of customer loyalty.*

*The paper analyzes the current state of development of the trade sector in Ukraine, identifies trends in sales volumes and employment dynamics, and substantiates the importance of qualitative characteristics of human capital in ensuring enterprise performance. Existing approaches to human resource management are systematized, including economic, organic, and humanistic approaches, and modern HR management models are generalized, including traditional, functional, process-oriented, and technology-driven models (Agile, Lean, HRM systems). Particular attention is paid to the transformation of HR management systems from a traditional to a proactive model, which involves the strategic alignment of HR decisions with enterprise development goals, increasing employee engagement, and developing workforce competencies.*

*Special attention is also given to modern HR management tools, including HR analytics, digital platforms, and AI-based automation, which enable the optimization of HR processes, enhance the validity of managerial decisions, and enable enterprises to adapt rapidly to changes in a dynamic external environment. The expediency of implementing innovative HR solutions as a key factor in enhancing the efficiency, competitiveness, and resilience of trade enterprises is substantiated. The obtained results confirm that the use of modern approaches and tools in human resource management contributes to the formation of long-term competitive advantages, improvement of service quality, and the sustainable development of trade enterprises in Ukraine.*

*У статті представлено узагальнення існуючих підходів, моделей та інструментів управління людськими ресурсами торговельних підприємств в умовах турбулентного середовища, що характеризується військовими ризиками, інфляційними процесами, порушенням логістичних ланцюгів, цифровізацією бізнес-процесів та трансформацією споживчої поведінки. Підкреслено, що в умовах динамічних змін і зростання невизначеності торговельні підприємства України змушені забезпечувати високий рівень адаптивності, гнучкості та інноваційності управління, де ключову роль відіграє ефективне використання людських ресурсів. Дослідження акцентує увагу на тому, що персонал розглядається як стратегічний ресурс, здатний забезпечити конкурентні переваги підприємства за рахунок генерації інноваційних рішень, підвищення якості обслуговування та формування лояльності клієнтів.*

*У роботі здійснено аналіз сучасного стану розвитку торговельної галузі України, визначено тенденції динаміки обсягів реалізації та зайнятості, а також обґрунтовано значення якісних характеристик людського капіталу у забезпеченні результативності діяльності підприємств. Систематизовано існуючі підходи до управління людськими ресурсами, зокрема економічний, органічний і гуманістичний, а також узагальнено сучасні моделі управління персоналом, включаючи традиційну, функціональну, процесно-орієнтовану та моделі на основі сучасних технологій (Agile, Lean, HRM-системи). Особливу увагу приділено трансформації системи управління персоналом від традиційної до проактивної, що передбачає стратегічне узгодження HR-рішень із цілями розвитку підприємства, підвищення рівня залученості персоналу та розвиток його компетенцій.*

*Окремо розглянуто роль сучасних інструментів управління людськими ресурсами, зокрема HR-аналітики, цифрових платформ та автоматизації на основі штучного інтелекту, що дозволяють оптимізувати кадрові процеси, підвищити обґрунтованість управлінських рішень та забезпечити швидку адаптацію підприємств до змін мінливого зовнішнього середовища.*

*Обґрунтовано доцільність впровадження інноваційних HR-рішень як важливого чинника підвищення ефективності діяльності торговельних підприємств, їх конкурентоспроможності та стійкості до впливу турбулентного середовища. Отримані результати підтверджують, що використання сучасних підходів і інструментів управління людськими ресурсами сприяє формуванню довгострокових конкурентних переваг, підвищенню якості обслуговування та забезпеченню сталого розвитку підприємств торгівлі України.*

***Keywords: trade, human resources, personnel management, employee engagement, modern technologies, adaptation, motivation, turbulent environment***

***Ключові слова: торгівля, людські ресурси, управління персоналом, залученість, сучасні технології, адаптація, мотивація, турбулентне середовище.***

**Problem statement and its connection to important scientific and practical tasks.** Today, domestic business structures operate under conditions of uncertainty and dynamic change driven by both global and internal challenges. Under martial law, in particular, trade enterprises are exposed to a range of factors inherent to a turbulent environment, including military risks, inflationary pressures, currency fluctuations, disruptions to logistics chains, supply instability, and energy and resource constraints.

At the same time, the development of digital technologies, e-commerce, and artificial intelligence is transforming the conditions of economic activity, while shifts in consumer behavior, increased price sensitivity, and a reorientation toward online sales channels necessitate the rapid adaptation of managerial approaches. Accordingly, traditional approaches to human resource management are losing their effectiveness, as they fail to ensure the required flexibility, responsiveness, and alignment of HR decisions with the dynamics of external changes.

Therefore, the study of modern approaches, models, and tools of human resource management in trade enterprises becomes particularly relevant, as they can enhance

organizational adaptability, reduce sensitivity to external risks, ensure service quality and customer loyalty, and support sustainable competitiveness.

**Analysis of recent research and publications.** The problem of human resource management in trade enterprises operating in a turbulent environment has been addressed in numerous studies by both domestic and foreign scholars. In particular, study [1] emphasizes the ability of domestic trade enterprises to demonstrate flexibility, innovation, and rapid adaptability to ensure competitive advantage under turbulent conditions.

Study focuses on the impact of employees' professional competencies on the development of business entities in the trade sector. The research also outlines existing personnel management approaches and identifies the key objectives of modern HR management concepts in enterprises [2].

Foreign publications, in particular [3], examine the transition from traditional human resource management to a strategic approach. Such a shift contributes to improving enterprise performance, ensures the alignment of HR policies with the strategic goals of business structures, enhances employee engagement and satisfaction, and fosters sustainable competitive advantages through the development of human capital and the implementation of effective HR practices.

Moreover, international scholars [4; 5] highlight the effectiveness of human resource management systems based on modern methodologies, particularly Agile and Lean.

Thus, the analysis of recent publications indicates sustained scholarly interest in selecting appropriate approaches to human resource management. This, in turn, confirms the relevance and prospective significance of the chosen research topic. In particular, there is a need to systematize existing approaches and models of HR management and to identify the key factors of the turbulent environment that significantly affect trade activities.

**Research objectives.** The purpose of the article is to identify the key factors in a turbulent environment that influence the activities of business structures, and to substantiate the selection of approaches and methods of human resource management

aimed at mitigating existing threats and leveraging opportunities to enhance the performance of trade enterprises in Ukraine.

**Presentation of the main research findings.** According to the State Statistics Service of Ukraine, the trade sector accounts for the largest share of economic activity among business entities. This is evidenced by the presence of 131,458 trade enterprises in 2024, representing 25% of domestic businesses. The current conditions of the trade sector are shaped by a range of factors. On the one hand, since 2023, there has been a positive trend in the turnover of wholesale and retail trade enterprises; on the other hand, there has been a slight decrease in the share of trade in the GDP structure [6].

The positive dynamics of the trade sector can be explained by the digitalization of business processes and the development of e-commerce, which reduce costs, accelerate trade operations, and consequently increase operational efficiency. Favorable conditions for development are also ensured by European integration processes, including international trade and access to EU markets. However, since 2022, trade enterprises have faced significant challenges caused by the imposition of martial law in the country, including risks of warehouse destruction, damage to logistics infrastructure, inflationary processes, and exchange rate fluctuations.

To capitalize on existing opportunities and mitigate threats, it is advisable to implement measures to improve the efficiency of resource utilization in trade enterprises' activities. Achieving this objective is impossible without the effective use of human resources. Today, personnel are considered a key strategic asset that enables organizations to respond effectively to a turbulent environment characterized by intense competition, rapid technological development, and the need to generate innovative solutions [3]. Therefore, the issue of human resource management and the development of employee motivation systems, taking into account external environmental factors, becomes increasingly relevant.

The selection of a human resource management strategy and the formation of a motivation system directly depend on the development of the industry, the specifics of trade activities, and the business model employed. Therefore, it is necessary to first

analyze the state of the trade sector in Ukraine in order to determine its potential in this context; the data are summarized in Table 1.

**Table 1. Analysis of the State of the Trade Sector in Ukraine**  
(compiled based on data from [6])

Period, years	Volume of Goods Sold in Wholesale and Retail Trade, UAH million	Growth Rate (Relative to the Previous Year), %	Number of Employees in Wholesale and Retail Trade, persons	Growth Rate (Relative to the Previous Year), %
2014	1701,98	-	2260594	-
2015	2048,28	120,3	2069247	91,6
2016	2454,11	119,8	2047166	98,9
2017	3129,85	127,5	2083928	101,8
2018	3868,04	123,6	2205055	105,8
2019	4076,8	105,4	2230265	101,1
2020	4225,15	103,6	2201838	98,7
2021	5614,96	132,9	2186592	99,3
2022	4202,18	74,8	1785288	81,6
2023	5323,11	126,7	1829846	102,5
2024	6139,48	115,3	2260594	123,6

Thus, the development of the trade sector demonstrates a positive trend, as evidenced by the data presented in Table 1. The exception is 2022, when the volume of goods sold decreased by nearly 25%. During that period, trade enterprises faced significant challenges, including the contraction of domestic markets due to occupation or active hostilities, the destruction of logistics infrastructure, population migration, and related factors.

Regarding the number of employees in the trade sector, a significant increase can be observed in 2024. This may indicate the availability of human resources to support the sector's development in future periods. It is also worth noting that the correlation between the volume of goods sold and the number of employees is not particularly strong. Therefore, the performance of trade activities in this context suggests that qualitative characteristics of human resources are more important than quantitative ones.

Accordingly, human resource management in trade enterprises should focus on attracting motivated personnel, developing their competencies, and creating favorable conditions for the realization of their labor potential.

In accordance with modern trends in the development of trade activities, the scientific literature identifies a set of principles upon which effective human resource management is based [7]:

- transparency of HR policies and managerial decision-making;
- fairness and non-discrimination in remuneration and career advancement;
- customer orientation as a core value of organizational activity;
- managerial responsibility for employee development;
- continuous learning and professional development of employees.

Scholars also emphasize the need to take into account organizational goals, enterprise size, development strategy, and the external environment when selecting approaches and methods of human resource management [8].

Existing approaches to human resource management are typically classified into three groups: economic, organic, and humanistic [2; 7; 9].

The economic approach is based on viewing the employee as a factor of production and an element of the labor process. Within this approach, primary attention is given to work organization, standardization, and remuneration, while material motivation serves as the main instrument of influence and a key driver of performance. An example of the implementation of the economic approach in the trade sector is Walmart (USA), where significant emphasis is placed on the standardization of operations, control of labor costs, and labor productivity, enabling the company to maintain low prices as a competitive advantage. In Ukraine, features of the economic approach to HR management can be observed in the supermarket chain ATB.

The organic approach implies a more comprehensive understanding of the employee's role within the organization and encompasses both administrative and social concepts of personnel management. Within the administrative concept, the employee is regarded as a resource of the enterprise and an element of the formal organizational structure, while management focuses on the regulation of labor

relations, and the allocation of authority and responsibility. The social concept, in turn, interprets the employee as a component of a social system, emphasizing motivation, interaction, personnel development, and the creation of a favorable socio-psychological climate. An illustrative example is Tesco, one of the largest retail chains in the world, headquartered in the United Kingdom, operating in grocery and non-food retail, e-commerce, and financial services. The company is considered socially responsible and actively implements staff development programs, training initiatives, and employee engagement practices, which contribute to improving customer service quality. Considerable attention is also paid to corporate culture, internal communications, and employee loyalty, ensuring sustainable competitive advantages. Another example is the Ukrainian company Fozzy Group (including the “Silpo” and “Fora” chains), which actively implements socially oriented HR practices, such as corporate culture development, professional training programs, and engagement-based motivation systems.

The humanistic approach is based on recognizing the individual as the central subject of the organization and the key driver of its development. In this context, the employee is viewed not merely as a resource but as an active participant in management, capable of self-realization and self-governance. The primary focus is placed on the formation of organizational culture, personal development, and the improvement of the quality of working life. A classical example of the implementation of the humanistic approach is Zappos, where corporate culture and a strong orientation toward employee satisfaction are key determinants of business success.

Among Ukrainian companies in the trade sector, there are, unfortunately, no classical representatives of the humanistic approach. However, certain features can be observed in the human resource management system of the online company Rozetka, particularly in terms of supporting employee initiative, creating a comfortable working environment, and implementing modern digital HR solutions.

In addition to selecting an appropriate approach to human resource management, it is also advisable for trade enterprises to determine a suitable HR management model; a generalization of such models is presented in Table 2.

**Table 2. Characteristics of Existing Human Resource Management Models  
(compiled based on data from [8])**

Name of the HR Management Model	Core Concept	Key Characteristics	HR Management Approach
Traditional Model	An HR management model focused primarily on the execution of administrative functions	Recruitment, documentation management, time tracking, and execution of routine tasks	Economic
Functional Model	A model based on the labor function that reflects the interdependence between the scope of tasks, employee qualifications, working conditions, and responsibility for results	Individualization of work, competency-based orientation, and functional differentiation	Organic (Administrative)
Process-Oriented Model	A conceptual description of the HR management system that involves optimizing employee performance through business processes by means of motivation and the achievement of the enterprise's strategic objectives	Focus on business processes, a systemic approach, the use of performance indicators, and motivation	Organic (Social)
Technology-Driven Models (Agile, Lean, HRM Systems)	A form of HR management based on the use of modern technologies and digital tools to enhance the efficiency and adaptability of personnel performance	Flexibility, automation of HR processes, digitalization, and rapid adaptation to change	Organic / Humanistic

Recent studies demonstrate the effectiveness of technology-based models; in particular, scholars [4; 5; 10] emphasize the advantages of transitioning from traditional HR management models to more modern ones.

Unlike traditional HR management, which is oriented toward control, process formalization, and ensuring organizational stability, the Agile model is grounded in the principles of flexibility, adaptability, and rapid response to changes in the external environment. Traditional HR management focuses on compliance with regulations, hierarchical structures, and the execution of established procedures. In contrast, the Agile model is oriented toward business and customer needs, the development of innovation, and effective team collaboration.

Moreover, traditional HR management is primarily aimed at cost optimization, whereas the Agile model emphasizes the creation of value for all stakeholders. Organizational structures within the traditional model are rigid and hierarchical, whereas Agile structures are flat, flexible, and collaborative. As organizations transition to Agile, HR processes evolve from standardized and formalized systems to adaptive and continuously improving ones. Recruitment shifts from planned hiring toward the continuous search for creative and highly qualified employees capable of generating innovative ideas.

Employee development in the traditional model is typically episodic and conducted as needed; however, the transition to Agile leads to the establishment of continuous learning processes, including reskilling, upskilling, and self-development. Within this transformation, performance evaluation approaches also change, evolving from periodic assessments to systems of continuous feedback, including multi-source (360-degree) feedback.

Similar changes occur in the area of compensation: from a dominance of pay based on individual skills to a combination of material and non-material incentives, with an emphasis on team performance and social recognition. Decision-making processes are also transformed, shifting from centralized models to decentralized ones that involve the delegation of authority to teams. At the same time, communication becomes more open, transparent, and informal, contributing to increased interaction and trust within the organization.

The final stage of this transition is the transformation of the motivation system, where the focus moves from external incentives toward fostering intrinsic motivation, employee engagement, and opportunities for self-realization [4].

In turn, if a trade enterprise uses or plans to transition to a Lean business model, human resource management should focus on ensuring the efficient utilization of labor resources, eliminating time losses, and fostering a philosophy of continuous improvement. In other words, such an HR management model involves the active engagement of employees in optimizing operational activities, developing their competencies, and enhancing responsibility and teamwork. Within Lean management,

particular attention is paid to process standardization, leadership development, the implementation of workplace learning systems, and the formation of motivational mechanisms aimed at increasing labor productivity and improving customer service quality. At the same time, HR management in the Lean model requires the integration of HR practices with the overall enterprise strategy, which contributes to increased operational efficiency and competitiveness of the trade business [5].

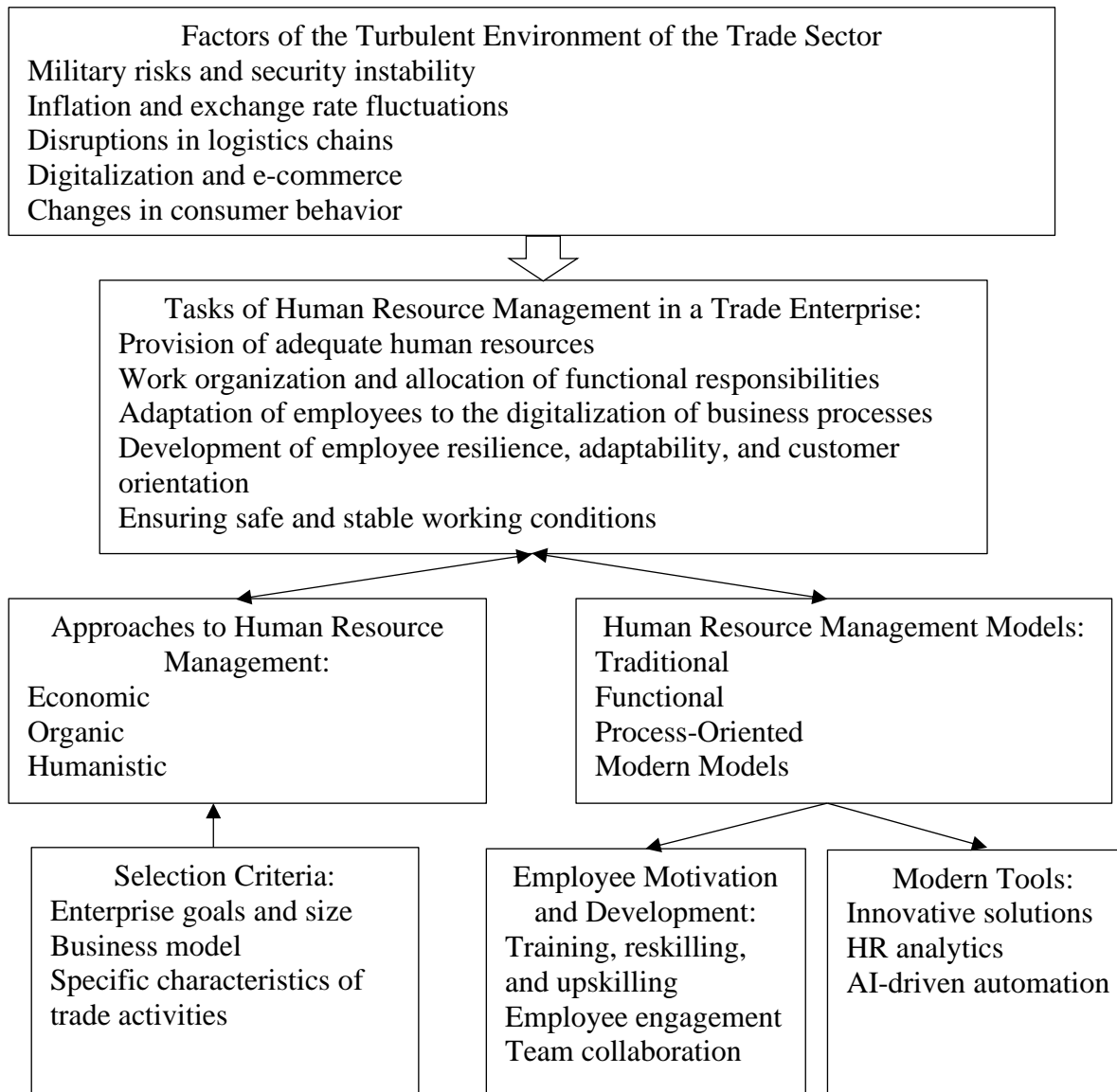
HRM systems represent an information-based model of personnel management aimed at improving enterprise performance by automating HR processes and supporting managerial decision-making. Scholars emphasize that such systems are primarily designed to enhance the work of the organization's management, including the effective management of human capital, while assuming responsibility for routine documentation processes. A key feature of HRM systems is their three-level structure, which includes the operational level (personnel administration, payroll), the tactical level (implementation of core HR processes), and the strategic level, which provides data analytics and supports real-time managerial decision-making [10].

The implementation of HRM systems in trade enterprises enables the structuring of accounting, calculation, and analytical procedures, reduces the workload of HR departments, and minimizes the influence of human factors. Functionally, HRM systems cover a wide range of business processes, including recruitment, training, performance appraisal, employee motivation, and career development planning. Therefore, the use of HRM systems contributes to improving the efficiency of human resource utilization, enhancing customer service quality, and optimizing operational processes in trade enterprises. This is particularly important in conditions of intense competition and market dynamism, where the speed of information processing and the effectiveness of managerial decisions directly affect business performance.

Moreover, the use of HRM systems in the trade sector enables more effective workforce planning that takes seasonal demand fluctuations into account, facilitates the management of flexible work schedules, and increases employee engagement.

The automation of HR processes also enables trade enterprises to adapt more rapidly to changes in consumer behavior, implement innovative HR management approaches, and achieve competitive advantages.

Selecting an effective human resource management system enables trade enterprises to enhance resilience against risks arising from external turbulence, improve customer loyalty and service quality, and ensure long-term competitiveness (Fig. 1).



**Fig. 1. Human Resource Management of a Trade Enterprise in a Turbulent Environment**

Source: Systematised, summarised, and grouped based on data from [2; 7; 8; 9].

Modern human resource management tools play a crucial role in achieving the strategic objectives of trade enterprises. These tools are based on the use of innovative solutions, HR analytics, and AI-driven automation. Their application not only optimizes HR processes but also enhances the validity of managerial decisions, increases responsiveness to change, and improves the adaptability of personnel to new operating conditions. Innovative HR solutions include modern digital platforms for recruitment, training, performance evaluation, and employee development, thereby contributing to the formation of a more flexible and customer-oriented HR management system.

In turn, HR analytics is defined as the process of collecting, processing, and analyzing data on employees and HR processes within an organization in order to support evidence-based managerial decision-making and improve the HR management system. This tool enables forecasting workforce needs, making informed decisions regarding hiring, selection, or downsizing, evaluating employee performance based on productivity, quality of work, career growth potential, and professional development, as well as optimizing HR processes by reducing excessive administrative burden, automating routine operations, and minimizing bureaucratic complexity [11].

Particular attention should be given to AI-driven automation, which is used for resume screening, supporting communication with candidates through chatbots, personalizing training programs, real-time performance evaluation, and predicting employee turnover [12]. This, in turn, significantly reduces the labor intensity of routine HR operations, increases the accuracy of personnel-related decisions, and allows management to focus on the strategic development objectives of the enterprise.

**Conclusions and prospects for further research.** Today, trade enterprises operate under the influence of factors characteristic of a turbulent environment. This implies the presence of unpredictable challenges and the need to develop measures for the prompt response of enterprises to such conditions. In this context, personnel become the key resource, as they generate creative and innovative solutions capable of mitigating existing threats and leveraging available opportunities. Therefore, an

effective human resource management system is a critical element in achieving the objectives of a trade enterprise.

The study confirms the expediency of transitioning from a traditional to a proactive human resource management approach, especially under turbulent conditions. Such an approach involves not only responding to current HR issues but also ensuring timely forecasting, prevention, and strategic alignment of HR decisions with the enterprise's development strategy.

Further research should focus on developing a methodological approach to evaluating the effectiveness of human resource management in trade enterprises. Another promising research direction is the analysis of international practices of employee motivation in conditions of a turbulent environment.

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