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**FORMATION OF A MODERN PERSONNEL
MANAGEMENT ECOSYSTEM: SOCIAL CHALLENGES,
COMMUNICATION TRENDS, INNOVATIVE
APPROACHES**

**ФОРМУВАННЯ СУЧАСНОЇ ЕКОСИСТЕМИ
УПРАВЛІННЯ ПЕРСОНАЛОМ: СОЦІАЛЬНІ
ВИКЛИКИ, КОМУНІКАЦІЙНІ ТРЕНДИ,
ІННОВАЦІЙНІ ПІДХОДИ**

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АНОТАЦІЯ

У статті розглядаються питання формування екосистеми управління персоналом організації. Досліджуються поняття екосистема, цілі, завдання та ключові елементи системи управління персоналом.

Обґрунтовано, що сучасна екосистема управління персоналом організації передбачає формування стратегії розвитку організації, HR-стратегії, які містять цінності організації; дає можливість розвитку корпоративної культури та позиціонування кожного працівника відносно розвитку організації; включає соціальну відповідальність, управлінську

та комунікаційну єдність; інноваційні підходи у підборі методів навчання та розвитку персоналу; нові системи винагород; переваги залучення до співпраці різних поколінь, в тому числі розширення рамок традиційного «робочого віку»; добробут та стабільність персоналу; важливість персоналу в епоху діджиталізації; розвиток потенціалу особистості та планування кар'єри і т.д.

Встановлено, що на формування і розвиток сучасної екосистеми управління персоналом організації мають вплив глобалізаційні та геополітичні аспекти, демографічні фактори, міграція кадрів і боротьба за найкращих кандидатів, рівень розвитку технологій, проблеми з комунікаціями, пандемія COVID-19, а зважаючи на українські реалії, військові дії на території країни.

Проведено аналіз трендів HR-управління, серед яких можна виокремити наступні: активне використання штучного інтелекту; розвиток електронних офісів та електронних портфоліо; запровадження методів змішаного навчання та гейміфікації в управлінні та підвищенні кваліфікації персоналу; виявлення талантів та їх ефективне використання. Доведено, що нова управлінська парадигма повинна враховувати сучасні тренди розвитку технологій управління та формувати сучасну систему мотивування персоналу. Такий підхід дозволяє розглядати сучасні технології управління персоналом відповідно основним підфункціям. Серед них: стратегічне планування робочої сили; пошук, підбір персоналу; навчання та розвиток персоналу; управління ефективністю роботи персоналу; мотивація персоналу через визнання та винагороди; кар'єрний розвиток персоналу, мотивація до лідерства. Зазначено, що соціальна відповідальність організації у сфері кар'єрного розвитку та професійного підвищення кваліфікації працівників передбачає виконання наступних кроків: відповідно до корпоративної стратегії визначити необхідні плани для потреб у навчанні персоналу; рівноправні можливості для всіх категорій

персоналу, щодо навчання та професійного розвитку; формування актуальних методів та форм розвитку персоналу; визначення особливо перспективних працівників, та розробці індивідуальних програм розвитку та кар'єрного зростання. Сьогодні концепція корпоративної соціальної відповідальності поступово розвивається та впроваджується в системи корпоративного управління провідних українських організацій.

***Ключові слова:** менеджмент, управлінські комунікації, соціальна відповідальність, технології управління, управлінська екосистема, HR-стратегія, корпоративна культура, компетенції персоналу, лідерство, розвиток персоналу, інформаційна система управління персоналом.*

Problem statement. By analyzing a large number of publications on HR trends, we can focus on issues such as digitalization of management processes, mobility, new reward systems, new directions proposed for communication and teamwork, staff selection and development, etc. This system is based on current and future plans aimed at building a team of employees with a high level of creativity and self-motivation. It can be argued that stimulating talent and developing human potential can only be realized if there is a sufficient level of social security. In order to achieve innovative changes in the content and nature of labor, it is necessary to take measures to «stimulate the potential for human development, especially the intellectual component». All this involves the formation and development of a management ecosystem that actively uses modern information technologies and various tools for planning, organizing and controlling personnel (Kovalenko & Denysiuk & Ostapiv, 2018). The use of management characteristics of the ecosystem and information technologies in personnel management will help to identify «white spots» in the organization's personnel management system and form a strategic plan for its improvement. The HR management ecosystem involves the development of employee talent networks, participation of employees in many projects, the formation of an end-to-end

incentive system from the organizational mission to the mission of each employee and its further successful implementation in certain business processes. Such a system implies the existence of an organization's mission and maximum involvement of each employee in information and communication processes.

Analysis of the latest research and publications. Among the domestic and foreign scientists whose works are devoted to the study of various aspects of the formation of the modern ecosystem of personnel management, as well as to the study of innovative human resources management tools, new approaches, methods and technologies, such scientists should be named as Martynenko I.O. (2013), Tkachenko K.A., Marchenko A.M. (2014), Voronina A.V., Nikolaieva K.M. (2016), Hetman O.O., Bilodid A.O. (2017), Doronina O.A. (2018), Shaulska L.V., Karpenko A.V. (2018), Kovalenko O.O., Denysiuk A.V., Ostapiv D.V. (2018), Zastavniuk L.I., Lypovetska T.R. (2019), Mavlidinov O. (2021), Sivolap L.A., Havalits S.S., Nikolayenko R.B. (2021), Klymuk O. (2023). However, this problem remains relevant in the future.

The purpose of this article is to identify the most effective indicators of the formation of a modern HRM ecosystem, which allow organizations to respond quickly to changes in the socio-economic environment, thereby avoiding possible losses and steadily increasing the efficiency of HRM.

Presentation of the main material. Reorientation of the organization's goals and objectives to new challenges of the market environment puts forward new requirements for modern specialists. The staff must be highly educated, able to solve complex tasks and practical problems on a professional level, and have a high level of culture, strategic thinking and knowledge.

At the same time, modern organizations are becoming more flexible and teamwork-oriented as the business environment becomes more competitive and digital transformation continues to evolve. Given the significant limitations of the capabilities of a single employee, delegation of responsibilities – a certain distribution of work stages among colleagues – is becoming more

and more common. Delegation can be carried out either vertically on a supervisor-subordinate basis or between members of the same team, creating a team-based distribution of tasks. Thus, the desire of a modern person to work efficiently has given rise to a real trend for «effective team players».

Many employers today are looking for «team players», and the ability to work well in a team with colleagues is considered a significant advantage in the competition between job seekers. Teamwork as a concept refers to a certain number of people with a certain goal orientation and interaction at each stage of work.

To better understand the nature of teamwork, it is necessary to highlight its main characteristics and principles on which it is based, namely: mutual responsibility (when each team member understands his or her part of the work and that the effectiveness of the team as a whole depends on its completeness and timeliness); complementary skills (when the skills and abilities of each member are unique and complement each other's work rather than replace it); common goals are consistent with their own goals (each member has common goals and their own goals, and the working However, teamwork has its advantages and disadvantages.

It is worth noting that teamwork will be effective only under certain conditions:

1. In the presence of an experienced leader. Despite the need to maintain equality between team members and the necessary tolerance for the opinions of colleagues, successful teamwork requires the presence of a true leader in the team. It's good when everyone understands what needs to be done, but when difficult and «non-standard» situations arise, the leader will be able to go one step further to lead the team, organize the work and direct the team in the right direction.

2. Have clear work goals and distribute tasks reasonably. Without this rule, even the work of experienced professionals would not be effective teamwork. In most cases, without goals and a clear division of tasks, teamwork becomes chaotic, with employees interfering with each other.

3. Genuine mutual respect in the team. When it comes to working together, professional ethics and mutual respect should come first, and although we may have different attitudes towards a colleague, we still respect their professional opinion and work for a common result.

4. A single «vision» for all team members to achieve the desired result. Proper motivation of the team should not only «fill» its members with energy and confidence, but also create a common vision of what, when and in what form they should do as a team. Failure to do so can lead to a mismatch between work and employee expectations, a false sense of belonging, and a loss of motivation and trust in the leader.

When all these aspects are perfectly combined, teamwork will produce truly excellent results and become a good «calling card» for their work, with many benefits for each team member.

It is believed that one of the important advantages of teamwork is the possibility of a «new perspective» on a common task. Even if one person automatically makes a mistake, those working next to him or her will be able to notice it, correct it without stopping the work and improve the process and productivity.

Another advantage of working in a team is the development of interaction and team communication skills, a quality that helps not only at work but also in building a career and in various situations in personal life. One of the most important qualities a person should have when working in a team is excellent communication skills. Communication is very important for clear and understandable transfer of information. An equally important aspect is the ability to listen to the interlocutor. It is important for a person to be able to listen to others, seek understanding and compromise, accept their own mistakes and the help and experience of other colleagues. By the way, the possibility of constant exchange of experience is another independent advantage of teamwork, which allows people working together to constantly learn from each other (Mavlidinov, 2021).

To summarize, teamwork has the following advantages: faster and more productive completion of tasks compared to the time spent by a single employee; unique and effective experience in building interpersonal interaction and communication; respect for the opinions and points of view of colleagues; the possibility of mutual control due to external «fresh» views; assistance in building an effective workforce; the ability to share knowledge and experience that will be useful to each employee in the team; the ability to find compromises, the ability to resolve conflicts

At the same time, don't forget about the negative aspects of teamwork. Don't try to work in a team without a worthy leader. His or her absence will make it difficult for the group to establish a common rhythm of work, as well as to organize the work process itself. It should be remembered that it takes some time to understand and coordinate actions in a team that is trying to work as a team (different personal characteristics, temperament, skills).

Teamwork increases the risk of conflict situations, so you should always be prepared for such negative situations and be able to resolve issues in a timely and dignified manner in a purely peaceful manner.

In addition, when there is a lack of organization in teamwork, not every team member can fully and equally contribute to the overall result and workflow. This not only leads to possible conflicts, but also seriously hinders the ability to get the most out of this type of work. However, it is not easy to quickly figure out who is overworking and who is just «imitating» teamwork.

Therefore, we can safely talk about the numerous benefits of teamwork, but it will be more effective only if it is well-organized and all aspects are coordinated. Important aspects are: having an authoritative leader, understanding of common goals, sincere communication, mutual respect between team members, clear motivation and division of responsibilities. If at least one of these elements is missing, the process of teamwork itself takes longer or «stalls», otherwise, only the «appearance of work» is shown.

The task of every manager and employee responsible for

teamwork is to understand in a timely manner whether the team is working in a given situation when certain tasks need to be completed. Whether you have an experienced team in terms of teamwork and whether you chose this type of work will also determine whether you will improve your work results or just waste such precious working time.

It is noteworthy that the modern workforce has evolved into a dynamic ecosystem. Organizations are predominantly composed of full-time employees, but employers expect to see a dramatic increase in reliance on contract workers, freelancers, and gig workers in the coming years.

The diversity of the labor market requires active collaboration between HR and business leaders to formulate comprehensive strategies and programs to manage different types of workers and optimize the entire workforce ecosystem. As alternative employment models become more widespread, HR departments are forced to respond to these changes, plan and build a workforce ecosystem that, in addition to the core functions of the HR system, includes new areas, thereby expanding and supplementing it, on the one hand, through the adoption of different employment models, and on the other hand, through the development of new areas and services for managing different categories of personnel. Divisions and/or subsidiaries are created to provide these services or perform any work.

The HR management system is transformed into an HR ecosystem that includes hired specialists and gig workers, organization managers and service providers. Compared to the traditional HR system, it is characterized by greater flexibility, other human resource management capabilities and potential, the use of many economic models, talent search, etc. (Trends in Human Resources Management, 2018.).

The attractiveness of hiring contractors quickly, outsourcing technological work and taking advantage of new HR ecosystems also creates a number of challenges that organizations must be prepared for. Therefore, the goal of developing an HR ecosystem is

first and foremost to tactically find a sufficient number of people with the necessary qualifications to perform certain tasks at a certain time, and only then to form a mechanism for managing personnel of various employment models. Employees in the new ecosystem have different views and understandings of the organization's goals, strategy, and corporate culture. Currently, the management of freelancers and gig workers is tactical and haphazard. The most that an organization can do is to monitor the fulfillment of contracts with these workers and the quality of their functions.

In view of the above, we can trace a number of problems in personnel management in modern organizations.

1. Crowdsourcing and outsourcing (attracted from outside, to solve one or more tasks) employees who do not know the overall development strategy of the organization and are not interested in it, so they need clear leadership, setting goals and objectives, and operational management. Only in this case will the work of such employees be effective for the organization.

2. Tools and methods that allow organizational management to manage crowdsourced workers are rarely developed and researched.

3. The presence of such employees in organizations creates legal risk problems: they are associated with the possible disclosure of confidential information, security and reputational risks (Sivolap & Havalits & Nikolayenko, 2021).

The formation of a modern HR ecosystem is aimed at solving these and other problems of attracting employees under new employment models.

1. The HR department should work closely with the legal department and the IT department to develop specific performance indicators for outsourced staff. It is also necessary to organize initial corporate training and support for such employees so that they can effectively perform their functional duties and meet the goals and objectives of the organization.

2. The HR department should be fully involved in the search and selection of outsourced personnel. Currently, these functions are performed by departments that require employees with alternative

employment models. Therefore, when hiring outsourced personnel, there is practically no qualified selection system based on professional qualities, personal and communication skills. Qualified selection is replaced by interviews and filling out standardized questionnaires.

3. The organization should organize further training and development of the «ecosystem» staff. The vast majority of employers do not see the need for training and development of outsourced employees, considering it an unnecessary waste of time and money. If the qualifications of such personnel no longer suit the organization, the employees are replaced.

4. It is necessary to develop special incentive plans for employees of different forms of employment. It is important to improve the system of motivation and incentives, as well as to show that the organization is interested in outsourcing staff and will be ready to provide them with development opportunities (Sivolap & Havalits & Nikolayenko, 2021).

In general, the success of a company largely depends on the quantitative and qualitative characteristics of its personnel, namely: the correct selection of personnel and their compliance with the needs of the organization; the abilities and competencies of employees; high quality of work performed; the desire to work in a coordinated manner and for results, etc.

The key to the efficient functioning of modern HR management ecosystems of organizations is an effective motivation system that can be used to encourage employees to work effectively to ensure the achievement of personal and corporate goals. The incentive system of domestic organizations is dominated by material forms, the main focus of which is salary.

Employee motivation is a set of measures to encourage and create conditions for conscientious, efficient and productive work of employees. The way managers build relationships with their subordinates determines the extent to which they benefit the organization. In turn, such a system has its advantages: it creates a positive social and psychological atmosphere in the team; reduces

staff turnover, creates a talent pool and allows you to build long-term relationships with the best employees; increases team loyalty and responsible attitude to work; and allows you to form a corporate culture. Most managers agree that the best form of motivation is monetary reward. Of course, it is important. However, salaries, bonuses, and fines are not enough to get a 100% effective team. For this purpose, more motivational tools are needed.

Economists, experienced HR managers, and executives agree that the most important criterion is the type of motivational impact on employees. For example, direct means a precise impact on each individual employee. The latter knows that they are expected to perform or not perform certain actions. These are the rewards, bonuses, bonuses, or fines that they seek to receive or avoid.

Direct motivation can take the form of tangible and intangible incentives. Material incentives are all monetary incentives used by the organization: salaries, bonuses, bonuses, paid business trips, vouchers, social packages and any other monetary incentives. Intangible incentives are all non-financial ways of rewarding employees: career advancement, improved office conditions, certificates, diplomas, letters of appreciation, etc. This type of motivational influence is the most popular, but not the only one (Doronina, 2018).

Indirect motivation does not have a specific impact on individuals, but helps to create a certain atmosphere, indirectly improve the quality of work, stimulate interest and create satisfaction from work. Indirect motivation can make you feel part of a group by creating a sense of unity and excitement about belonging to a group. This includes: career opportunities, educational prospects, opportunities for development.

Monetary rewards and fines are two sides of the same coin. Both affect the financial well-being of employees. However, bonuses, bonuses and other types of additional payments create incentives for achievement, while fines and withholding encourage avoidance of failure. Any psychologist will tell you that achievement motivation is more effective than avoidance

motivation. Therefore, first try to develop a desire to be rewarded in the team, rather than the fear of not receiving a certain part of the salary.

The most pleasant components of financial motivation are bonuses, scholarships, bonuses, life and health insurance, social packages, financial assistance, and other payments. Every organization should have its own financial rewards. It is very important to study the opinion of the team from time to time and modernize the incentive system for improvement (Zastavniuk & Lipovetska, 2019).

Almost every organization has a system of fines. There are many reasons for their introduction: work not completed on time; overdue performance; lateness; absences from work; violation of labor discipline. However, we would like to emphasize that you should create such conditions at work that you would resort to fines as little as possible. Daily practice shows that purely material motivation is far from enough. If you receive financial assistance often enough, your needs and expectations grow and cannot be met indefinitely.

In this case, it becomes necessary to use additional means of encouragement – non-financial incentives. This is a way to prevent further growth of cash payments and an opportunity to convey to employees that management appreciates them, protects and respects their interests.

The most typical methods of non-financial incentives are:

Creating a favorable social and psychological climate in the team. Corporate culture, joint events and activities create a sense of belonging to the team and improve the conditions for interpersonal interaction and communication.

Creating comfortable working conditions. We're talking about personal comfort in the workplace, we're talking about flexible working hours, we're talking about the freedom to work in a way that produces productive results. Instead of fines for being late, you should try to organize a flexible work schedule. With the ability to earn more rewards, many people's performance will also increase.

The same goes for mixed types of work – there is no need to be in the office every day if possible. For many, remote work will be a step towards increasing motivation.

Moral motivation is traditionally and for a long time used in the practice of staff incentives by domestic organizations. Recognition of personal achievements, gratitude for the implementation of a plan, a record in the workbook of exceptional work successes – all this motivates no less than monetary rewards. Everyone likes to be recognized for their achievements – don't neglect it. Certificates and medals are only meaningful if employees have no questions about how to pay for their commute and how to provide for their families (Zastavniuk & Lipovetska, 2019).

Undoubtedly, only those who do their job well should be rewarded. Inadequate motivation can reduce the desire of those who deserve to be thanked to work diligently and productively. Therefore, an individual approach to evaluating each employee is also very important.

In recent years, it was only in Western companies that non-traditional approaches to staff motivation were widespread. Now, fortunately, domestic business is also on the path of change. More and more often, you can see pets in the workplace, organize a workplace at home, or have a flexible work schedule. These measures work – the feeling of freedom, self-worth and dignity far outweighs fear, fines and reprimands (Staff motivation: add efficiency to your business, 2019).

Thus, a deep understanding of the internal components of staff incentive systems allows managers to implement an effective policy in the field of labor relations. Taking into account the existing forms and methods of incentives, the incentive system should be formed in the following order: to diagnose the existing system, to formulate the main policy objectives and the main structural elements of the incentive system; to formulate indicators of the system of material and non-material incentives for personnel; to develop internal regulatory documents on the system of incentives for personnel.

At the same time, the formation of a talent incentive system should be based on the principles of comprehensiveness, systematicity, normativity, purposefulness, result orientation, simplicity, openness and objectivity. One of the key factors in increasing labor productivity is optimizing the staff incentive system. The use of an effective incentive model in an organization can ensure that employees are interested in increasing productivity and fully realizing their labor potential (Zastavniuk & Lipovetska, 2019: 166–172).

Building a career in the 21st century is characterized by an employee's existing experience and ability to develop and learn. The ability of an organization to continuously improve the professionalism of its employees is one of the most important factors in ensuring its competitiveness in the market. Today, the social and economic situation in the country is extremely complex and uncertain, and employees face new career challenges that require constant development and transformation. The staff that develops always remains competitive and can meet the current needs of the labor market.

In this regard, there are five main factors that affect the development of personnel, namely:

1. Dynamic changes in the operating environment. Any production organization is exposed to changes in the surrounding socio-economic environment and internal business conditions. As a result, it is necessary to permanently bring the qualifications of the organization's personnel, especially its management, in line with the dynamic changes in its activities.

2. A balanced system of strategic management of the organization. From the point of view of the modern systemic concept of organization management, the function of personnel development is an integral part of the balanced system of strategic management of the organization and implements the adopted social strategy aimed at retaining personnel and increasing labor productivity. In this sense, the objectives of the organization's personnel development system are not only to cover the shortage

of personnel with the necessary qualifications, but also to stimulate the increase in employee productivity by implementing measures that are in line with their personal expectations, professional and career plans.

3. The need for employees to be competitive in today's dynamic operating environment. The system of personnel development implements an important educational function of the organization, which is emphasized by many modern economists. In the modern world, the position of a person is broadly determined by his or her specialty and level of qualification, so an employee is forced to continuously improve his or her professionalism and qualifications throughout his or her working life to adapt to the rapidly changing needs of the time. Corporate personnel development systems should help to maintain the social status of a person.

4. Competitive position of the organization in the market. The organization's constant readiness for successful competition and the possibility of business expansion are largely determined by the qualifications of its employees. Studies show that such constant readiness is ensured by systematic work in the field of personnel development. Thus, an effective model of personnel development is a kind of guarantee of increasing the competitiveness of an organization.

5. A wide range of applicants for a vacant position. An organization that promotes the development of its own personnel may allow to invite applicants who do not yet have the required qualifications, but whose potential capabilities are sufficient to achieve the required qualifications through appropriate in-house training activities (retraining, re-profiling or advanced training) (Voronina & Nikolaeva, 2016).

Training is one of the most effective ways to develop the staff of any organization. In addition to traditional methods, there are innovative methods of staff training. Modern methods of employee training include the following (Martynenko, 2013., Tkachenko & Marchenko, 2014) :

Video training is a visual training provided by providing staff with audio and video programs, electronic documents, etc.

Distance learning is the use of telecommunication technologies for remote training of employees (the most common types are training via Skype or listening to webinars).

Modular training is full-time (on the basis of a training center) training consisting of separate thematic blocks (modules) aimed at achieving a specific result (solving a specific business problem, developing a specific competence, etc.) The training course should include mastering theoretical material, practical work and a final project. The duration of the modular training depends on the amount of knowledge to be acquired and the competencies to be mastered.

Case study – real situations from the experience of different companies are studied, including analysis and group discussion of hypothetical or real situations. This approach develops the ability to analyze, diagnose and make informed decisions. This approach is effective for managers of different levels.

Training – the main focus is on acquiring practical skills, minimizing theoretical materials. The purpose of the training is to simulate situations close to reality in order to develop certain practical skills, learn new behaviors, change attitudes towards performing tasks, etc. The difference between this approach is the set of tools: business, role-playing and simulation games, discussions, debates, etc. Business games involve the development of training topics based on situations and materials that model a particular aspect of the trainee's professional activity. Simulation games are designed to develop new competencies, behavioral attitudes, formulate solutions in non-standard situations, and involve choosing a metaphor as a problem situation, finding solutions, and then translating effective solutions into real practice. Role-playing games simulate real or typical situations by defining the roles of participants in order to find effective solutions to problem situations. This method is very effective for acquiring interpersonal communication skills, especially for employees in management positions (Martyntenko, 2013., Tkachenko & Marchenko, 2014).

Brainstorming is a method of generating a large number of ideas to solve problem situations within a limited time, as well as further analyzing and selecting the most appropriate management solutions. This method works best for teamwork.

The behavioral modeling method is aimed at developing a specific model of employee behavior in standard and non-standard situations. The method is based on finding examples («behavioral models») to follow, analyzing them, and reproducing them in practice. The model should reflect the real situation as closely as possible so that the knowledge gained can be immediately applied in practice.

Storytelling (motivational storytelling) is a method of training new employees of an organization with the organizational structure in order to familiarize them with the corporate culture, statutory and regulatory documents, etc. The training starts from the moment of selection until the employee is fully adapted, and is conducted by the direct supervisor (mentor), providing information about the organization and its characteristics for the purpose of control during the probationary period (internship).

Action learning is a method of training that solves practical problems in the process of performing an employee's functional duties. The method is based on the creation of a working group to solve the task. The training period can last from several weeks to a year. This approach can help improve strategic planning capabilities, decision-making, and the ability to solve specific production problems.

The basketball method is a method of modeling a «management activity» scenario in which an employee takes on the role of a manager. This method is intended for employees who will apply for managerial positions (Martynenko, 2013., Tkachenko & Marchenko, 2014).

Shadowing – provides employees who are being promoted, retrained, rotated, or promoted with the opportunity to shadow the current employee for at least two days. In this way, the nominee is «immersed» in the specifics of the job and can determine the nature

and scope of his or her required knowledge, skills and competencies.

Secondment (a type of «business trip») is a rotation that involves the temporary transfer of an employee to another duty station or other unit of the organization with subsequent return to perform the same duties.

Buddying is a method of appointing a partner (buddy) whose task is to provide constant feedback on the behavior and decisions of the assigned employees to identify bottlenecks in their work. Participants are equal, which is different from mentoring.

Coaching is a method of counseling in which a person called a «coach» (trainer) helps the employee with whom he or she works to achieve his or her career goals through some supervision and training, sharing his or her experience.

Master classes are one of the most effective forms of professional, active learning, during which leading (recognized) experts demonstrate how new technologies or methods can be applied in practice. (Hetman & Bilodid, 2017: 556–561).

Staff training and professional development thanks to modern technologies, approaches and innovative methods opens up a wide scope for creativity. In fact, modern leaders of organizations can implement any idea in the field of training and professional development of staff. It is important that the chosen method meets the learning objectives and is used systematically. After all, practice has proven that talent development should not be viewed as an end in itself, but as an integral part of the internal organization system that forms a system of employee loyalty to the company they work for. The availability of highly qualified personnel is an important condition for the successful operation of any business. Highly qualified personnel can be trained in several ways and methods.

The increasing life expectancy and aging of the global workforce present organizations with unprecedented challenges and untapped opportunities. The conventional wisdom that education ends at 20, career development at 40, and work at 60 has lost its accuracy and relevance. Organizations that can get rid of stereotypes

and turn the increasing working age of employees into an untapped asset have an advantage. Organizations that ignore current trends will face potential problems with fulfilling obligations and a lack of specialized professional competencies (Trends in Human Resources Management, 2018).

As the workforce becomes more diverse, it is more important than ever to be able to break down communication barriers between people from different cultures, generations and regions. Regardless of what type of organization you represent – a small company looking to strengthen its team or a large company trying to expand the potential of its employees – it is important to understand the capabilities of different groups of employees and how to ensure effective communication between them. To do this, it is necessary to know the characteristics of representatives of different generations, since society is a combination of different generations and people.

We can clearly say that the conflict between generations exists and will exist in the future, but there is a shift. Because in synergy, all generations ensure the explosive development of societies and organizations. All the inconsistencies between different generations are due to different environments, habits, and new conditions of existence (Klymuk, 2023).

For example, Generation X (born in 1963–1985), or as they are also called the «Unknown Generation», is distinguished by the ability to work solely on their own abilities, alternative thinking, world awareness, and consistency in work plans. This is a generation that is used to building its career in stages, staying in one place for a long time and gaining experience over the years. This is a strong pillar in the organization. On the one hand, these employees can give rise to bureaucracy, but on the other hand, they will be the backbone and foundation of a good organization, because stability is the key to success.

Generation Y (born between 1983 and 2000), Millennium, Generation Next, or millennials are characterized by: deep involvement in digital technologies, no hurry to start an independent

life, get married and buy their own house. This generation is used to valuing their freedom and ability to manage their personal time. Representatives of this generation are not limited to just one organization and can often change jobs and image because success and results are important to them. They are innovators, «movers and shakers» in the organization, they are quick to get involved and are not afraid of change. Thanks to this generation, remote work and freelancing are available (Klymuk, 2023).

The new Generation Z, born after 2000, differs from the above-mentioned generations in that they are more technologically savvy, multitasking, power and prestige-oriented, and need recognition.

It's also important to note that Generation Z is all about creativity and a creative approach to work organization. They don't need comfort and stability, they are looking for something new and unknown. They are travelers who don't care where they spend the night or what they ride, the main thing is emotions and new experiences. More and more companies are recruiting employees, especially Generation Z. To achieve the best results in working with them, you need to take into account their characteristics and motivation. Z-ers need attention to their personality and reactions to their actions, whether positive or negative. Despite their individualism, Z-types like to work in groups and perform creative tasks that interest them. To successfully engage with Generation Z, it's important to make sure they understand the benefits of their activities for the environment.

Managers need to talk in detail (as much as possible) about the global plans of the organization, departments, and individual employees so that the younger generation understands the scale of the project, the scope of tasks, their responsibilities, and the development of the industry. This is especially important for Generation Z, as they love the scale, functionality, and implementation of cool ideas and initiatives in projects. The second point to consider is maximizing good communication with all employees, especially the younger generation, and how to ensure

feedback between employees. The key to building a strong and motivated team is to understand the unique needs of each generation and provide an environment where everyone feels comfortable and can work productively at their own pace (Klymuk, 2023).

In the era of social mission and responsibility, stakeholders are paying close attention to the impact of business on society. How well a product meets people's needs, how production affects the health of society, and whether an organization creates wealth for its employees. As stakeholder expectations rise, failing to fulfill your social responsibility obligations in good faith or in a timely manner can quickly damage your reputation, affect sales, and limit your ability to recruit. Society is a mirror image of business and its essence.

The functioning of modern organizations is influenced by the active implementation of corporate social responsibility (CSR) principles. The most common interpretation of CSR is that organizations rationally respond to the conflicting expectations of stakeholders in order to achieve sustainable development of the enterprise. Those who make business decisions are accountable to those to whom these decisions are intended. In essence, corporate social responsibility is a certain type of social obligations (mostly voluntary) fulfilled by the company's management to employees, partners, public social institutions and the entire society. According to research, one of the main issues of corporate social responsibility is staff training.

Thus, the social responsibility of the organization in the field of career development and professional development of employees involves the following steps: in accordance with the corporate strategy, to determine the necessary plans for staff training needs; equal opportunities for all categories of staff in terms of training and professional development; formation of relevant methods and forms of staff development; identification of particularly promising employees and development of individual development and career growth programs. Today, the concept of corporate social responsibility is gradually evolving and being implemented in the

corporate governance systems of leading Ukrainian companies (Sivolap &, Havalits & Nikolayenko, 2021).

It's also worth noting that the very nature of the digital business environment creates 24/7 continuity. Over 40% of employees face a high workload, which negatively affects their productivity, health, and family stability. Employee well-being ensures the well-being of the company, which is an element of the performance strategy. Despite the fact that organizations are investing heavily in this area, our research shows that there is often a large gap between what organizations provide and what employees value and expect.

For effective HR management, it is important for organizations to include additional support programs aimed at ensuring employee health in an evolving HR ecosystem (Trends in Human Resources Management, 2018).

Corporate employee health includes: professional knowledge and skills that allow employees to perform their job duties comprehensively, efficiently and effectively; career opportunities, professional achievements, recognition; formation of employee benefits; health; communication with colleagues and friends; hobbies and creativity.

One of the trends in building an effective people management ecosystem is the use of artificial intelligence, robotics and automation, which are becoming indispensable assistants in work faster than expected. The potential of using artificial intelligence and robotics is to disrupt routine tasks to create value and uniqueness of employees' «human» skills. As a result, organizations are fundamentally rethinking the structure of work to maximize the value of people and machines. The importance of humans in the digital age, the potential of artificial intelligence and robotics to disrupt routine tasks and create value for the «uniquely human» skills of employees (Shauleska & Karpenko, 2018).

The ability to communicate productively and without conflict is not only an important professional quality of any employee, but also a necessary element of human culture. Universal norms of

behavior are closely linked to the recognition of the values and uniqueness of each individual. Recognition of personal self-esteem is achieved through appropriate, equal and partnership communication in everyday life. The variety of communication tools is constantly growing, and they all promise to increase employee efficiency and productivity. To fulfill this promise, organizations are reorganizing work, as changing work environments and new approaches to leadership are ways to understand the limits of initiative and productivity.

Conclusions. To summarize, the development of various models of staff employment in organizations is a new way of distributing functions, as well as a new type of relationship between employers and employees.

A modern HR ecosystem is necessary for organizations to take full advantage of the modern labor market. Managers of the HR department and the entire organization must actively cooperate in formulating a HR strategy, create a unified system for searching and hiring personnel, and adopt several models of development, motivation, and employment.

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ABSTRACT

The article deals with the issues of formation of an organization's HR management ecosystem. The concepts of ecosystem, goals, objectives and key elements of the system are studied.

It is substantiated that the modern ecosystem of HR management of an organization involves the formation of an organization's development strategy, HR strategy, which contains the values of the organization; enables the development of corporate culture and positioning of each employee in relation to the development of the organization; includes social responsibility, managerial and communication unity; innovative approaches to the selection of methods of training and development of personnel; new reward systems; advantages of involving different generations in cooperation: expanding the scope of the traditional «working age».

It is established that the formation and development of a modern organization's HR management ecosystem is influenced by globalization and geopolitical aspects, demographic factors, staff migration and the struggle for the best candidates, the level of

technology development, communication problems, the COVID-19 pandemic, and, given the Ukrainian realities, military actions.

The author analyzes the trends in HR management, among which are the following: active use of artificial intelligence; development of electronic offices and electronic portfolios; introduction of blended learning and gamification methods in the management and advanced training of personnel; identification of talents and their effective use. The new management paradigm should take into account current trends in management technologies and form a system of staff motivation. This approach allows us to consider modern HR management technologies according to the main sub-functions. These include: strategic workforce planning; search and selection of personnel; training and development of personnel; performance management of personnel; motivation of personnel through recognition and rewards; career development of personnel, motivation for leadership. It is noted that the social responsibility of an organization in the field of career development and professional development of employees involves the following steps: in accordance with the corporate strategy, to determine the necessary plans for the training needs of staff; equal opportunities for all categories of staff in terms of training and professional development; formation of relevant methods and forms of staff development; identification of particularly promising employees, and development of individual development and career growth programs. Today, the concept of corporate social responsibility is gradually being developed and implemented in the corporate governance systems of leading Ukrainian organizations.

Keywords: *management, management communications, social responsibility, management technologies, management ecosystem, HR strategy, corporate culture, staff competencies, leadership, staff development, HR information system.*