## *УПРАВЛІННЯ ПІДПРИЄМСТВОМ*

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# THE APPLICATION OF MODERN HR-TECHNOLOGIES AS AN EFFECTIVE TOOL IMPROVEMENT OF PERSONNEL MANAGEMENT ENTERPRISES IN UKRAINE

***Relevance of the research topic.*** *The importance of studying HR-technologies in the system of personnel management has become paramount for modern domestic enterprises.*

***Problem setting.*** *There is a critical need to develop and implement relevant HR-technologies as practical tools in effective personnel management practices at domestic enterprises.*

***Recent research and publications analysis.*** *Within the national research papers exploring effective personnel management methods we should mention the following scholars: L. Balabanov O. Vasilieva, Z. Imasheva, H. Shchokin, O. O. Petrashchak, O. M. Rudenko, L. M. Usachenko, S. V. Shturkhetskyi. Among the foreign authors considerable contribution was made by John Berzin, D. Diakov, P. Loikova, Yu. Pass, O. Svergun, P. Ward D. Ulrich etc.*

***Unresolved issues.*** *Current trends in personnel management at domestic enterprises reveal the low quality of employees and management staff replacement and development process, thus triggering the need to work out new efficient approaches and tools to enhance the HRM system.*

***Research objective.*** *The paper is aimed at developing a well-grounded framework of personnel management optimization system through the use of the proposed tool set.*

***Research findings.*** *The personnel management system is a cornerstone in any enterprise management paradigm, since its effectiveness influences the overall business performance and the achievement of a company objectives. Domestic enterprises in their human resources management strategies were mainly affected by their own experience and partial transfer of some elements of advanced foreign personnel management practices and techniques. The paper substantiates the transition from the traditional personnel management system to the contemporary concept of human resources management through the use of modern tools aimed at continuous improvement of technology, subject to turbulent environments challenges.*

***Conclusion.*** *The introduction of modern HR-technologies is a critical and reliable basis for management process optimization which enables to enhance the existing approaches to personnel selection at domestic enterprises.*

***Keywords:*** *HR-technologies; system of personnel management; management of enterprises; business; innovations.*

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# ВИКОРИСТАННЯ СУЧАСНИХ HR-ТЕХНОЛОГІЙ ЯК ЕФЕКТИВНОГО ІНСТРУМЕНТУ МОДЕРНІЗАЦІЇ СИСТЕМИ УПРАВЛІННЯ ПЕРСОНАЛОМ ПІДПРИЄМСТВ В УКРАЇНІ

***Актуальність теми дослідження.*** *Важливість дослідження HR-технології в системі управління персоналом на сьогодні є актуальним питанням для сучасних вітчизняних підприємств.*

***Постановка проблеми.*** *Доцільним є розробка та практичне впровадження HR-технології як практичного інструментарію ефективного управління персоналом вітчизняних підприємств.*

***Аналіз останніх досліджень і публікацій.*** *Серед наукових праць в яких досліджуються проблеми ефективного управління персоналом потрібно виділити Л. Балабанову, О. Васильеву, З. Імашеву, Г. Щокіна, О. О. Петращак, О. М. Руденко, Л. М. Усаченко, С. В. Штурхецького , таких зарубіжних науковців як Дж. Берзіна, Д. Дьякову, С. Лоікова, Ю. Пасс, О. Свергун, П. Уорда, Д. Ульриха.*

***Виділення недосліджених частин загальної проблеми.*** *Існуючі тенденції в області управління персоналом вітчизняних підприємств свідчать про низьку якість процесу оновлення та розвитку персоналу, фахівців та керівників, тим самим підтверджуючи потребу впровадження в систему управління персоналом сучасних підходів та інструментів.*

***Постановка завдання.*** *Стаття покликана обґрунтувати програму оптимізації системи управління персоналом за рахунок використання запропонованого інструментарію*

***Викладення основного матеріалу.*** *Система управління персоналом є однією з вагомих складових системи управління підприємством, оскільки від її ефективності залежить досягнення бізнес-мети будь-якого підприємства.*

*На вітчизняних підприємствах сформована була переважно під впливом власного досвіду, та запозичення деяких елементів перспективних зарубіжних технологій управління персоналом. В статті обґрунтовано перехід від традиційної системи управління персоналом до сучасної концепції управління персоналом з використанням сучасного інструментарію, націленого на постійне вдосконалення технологій та турбулентність зовнішнього середовища.*

***Висновки.*** *Впровадження нових сучасних HR-технологій є основою оптимізації процесу управління, що дасть можливість удосконалити існуючі підходи в підборі персоналу на вітчизняних підприємствах.*

***Ключові слова:*** *HR-технології; система управління персоналом; управління підприємством; менеджмент; бізнес; інновації.*

**Problem statement.** One of the most important directions of strategy for business development is the personnel management system because in modern market conditions the role of human resources is the key for solving specific business problems. Ukrainian HR managers should be definitely inter-

ested in using foreign experience of personnel management on the basis of modern HR technologies. Search, recruitment and motivation of the most effective specialists for some key positions in client companies, as well as recruitment for business task solutions are a promising direction where it is necessary to search for innovative solutions at the present stage of development.

**Analysis of the researches and publications.** Among the scientific works which study the problem of personnel management, the following scientists should be distinguished: L. Balabanova [1], O. Vasylieva [2], Z. Imasheva [3], H. Shchokin [10]. Among the studies in HR management in general, individual tools for using modern HR technologies, and aspects in particular, it is necessary to highlight the researches of native scientists such as O. O. Petrashchak [7], O. M. Rudenko [8], L. M. Usachenko [8], P. V. Shturkhetskyi [8], and such foreign scientists as J. Berzin [13], D. Diakova [9], S. Loikova [4], Yu. Pass [9], O. Svergun [9], P. Word [12], D. Ulrich [11]. The studies on adaptation of foreign HR technologies were carried out by V. Meisel [5], O. Stepanenko [5].

Analysis of the scientific literature and information sources made it possible to conclude that today, despite the existence of separate studies on the use of effective tools for recruitment, the problem of implementation of modern HR technologies in the personnel management system of native enterprises requires a further research.

**Aim of the study** is to analyse the current state of recruitment, and research benefits from using advanced HR technologies as an effective tool to improve personnel management in native enterprises in order to achieve strategic business objectives.

**Main results of the study.** Progressive companies in the world use the latest HR technologies for recruiting and managing their personnel. Current tendencies in the field of personnel management in native enterprises indicate the low quality of the upgrade process and development of personnel, specialists and managers, thereby confirming the necessity to implement modern personnel management approaches and tools into the system. Studies show that on the Ukrainian HR management market, there is no tendency of using modern HR technologies for recruitment. So, according to surveys of native recruiters, 110 leading companies-employers revealed that ¾ of recruitment companies do not use any modern automated technologies for recruitment in their professional activity (Fig. 1).

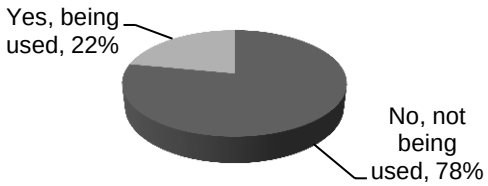


**Fig. 1. Use of modern HR technologies for recruitment (built according to the data [6])**

The companies which still apply the achievement of HR technologies in their activities to conduct interviews, remotely use Skype (73%), to search and attract candidates for a position - they use social networks (73%), electronic databases (68%), and cloud services (55%). This indicates that an automated recruitment system is available only to every fourth HR manager (Fig. 2).

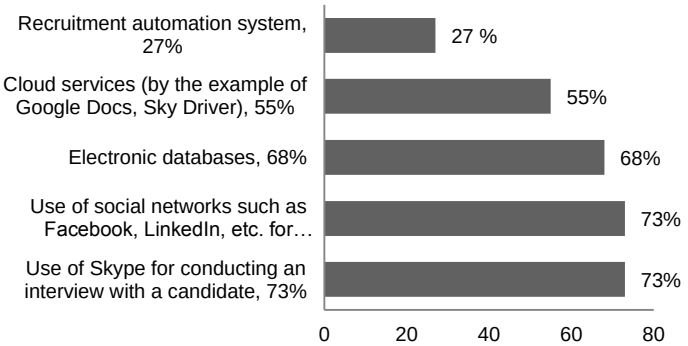


**Fig. 2. Use of modern HR technologies by HR companies (built according to the data [6])**

Despite the fact that modern HR technologies haven't become widely popular yet among Ukrainian HR managers, every fourth employed specialist mastered innovations over three years ago. 65% Ukrainian HR managers have been using this approach in their activity for more than a year, while 14% recruiters mastered these technologies less than a year ago which indicates retardation of the process in comparison with global tendencies (Fig. 3).

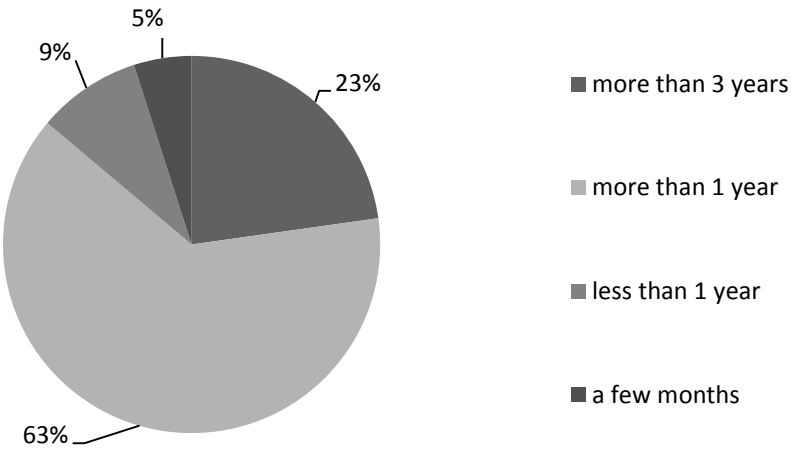


**Fig. 3. Duration of using modern HR technologies by native HR managers in the time interval (built according to the data [6])**

Among the main benefits that modern HR technologies brought into the process of personnel recruitment, respondents noted the acceleration of the recruitment process (65%), opportunity to work remotely (60%), and simplification of the working process organization (55%). According to the surveyed specialists' opinion, modern HR technologies are the last to increase the potential employee's loyalty to a company – employer [ 6].

Research of the leading specialist in the HR technologies field, Josh Berzin, show that the market size of HR technologies is more than $15 billion, in particular, with regard to the software market, which is growing rapidly and gets more innovations. A breakthrough in technologies caused a new wave of innovative process development, thereby stimulated considerable amount of investments [13].

50 most attractive HR technologies have received investments amounted over $560 million, and 50 most attractive learning technologies – over $800 million. Such investments resulted in acquisition of companies.

One of the largest in online learning (e-leaning) company, Skillsoft, was acquired by the company SumTotalSystem. Earlier, the company LinkedIn acquired Bright to search employees. Two years ago, the company IBM acquired Kenexa to build their own automation system for talent management. So, we can state the fact that the modern market of HR technologies is the most innovative, and this certainly deserves attention from the HR managers for recruitment of native enterprises [13].

For the analysis of efficiency of using HR technologies in companies in various industries, the analysis should be performed using the program Statistica with digital data only. Text settings are converted into a numeric expression and each industry, in which the technology has been used, is assigned with a sequence number (Fig. 4) . The same should be done with the size of companies grading them according to 4 groups: 1 – large enterprises, 2 – average, 3 – small, 4 – state.

As a result, we get the following database of 259 observations in total:

| | 1 Revenue | 2 Comp_size | 3 Inductry_numb | 4 Calls |
|---|---|---|---|---|
| NOVO NORDISK | 4231,61 | 1 | 1 | 14 |
| Kievstar, GSM ZAO | 7209,76 | 1 | 3 | 10 |
| Pharmunion, Ltd. | 10351,52 | 1 | 1 | 7 |
| SUMMIT-AGRO UKRAINE | 121128,38 | 1 | 12 | 11 |
| UKRTATNAFTA | 9295,36 | 1 | 24 | 2 |
| Meda Pharmaceuticals Switzerland GmbH | 2612,00 | 1 | 1 | 11 |
| ASTRA, Agrobuilding alliance, Ltd. | 14626,87 | 1 | 9 | 12 |
| Synmedic Ltd. | 166269,38 | 1 | 1 | 96 |
| Evofarma AG, representation | 71505,94 | 1 | 1 | 2 |
| Tiens Ukraine, Ltd. | 1005,00 | 3 | 1 | 3 |
| DB Schenker | 1530,31 | 1 | 28 | 21 |
| Telko Ukraine | 66298,48 | 1 | 4 | 8 |
| PUBLICHNE AKTSIONERNE TOVARISTVO Perche | 273012,29 | 1 | 5 | 5 |
| Elsi | 550,00 | 4 | 8 | 12 |
| SV Outdoor, Ltd | 2378,51 | 1 | 11 | 6 |
| First Private Brewery | 40268,25 | 1 | 15 | 8 |
| Unique Pharmaceutical Laboratories | -500,00 | 1 | 1 | 2 |
| Representation of "Elfa" | 7360,00 | 1 | 1 | 0 |
| Sandoz d.d., representation in Ukraine | 1014483,87 | 1 | 1 | 1 |
| Sumitec Ukraine ST | 268067,38 | 1 | 14 | 122 |
| Essiej Hajdzhin Ukraine, Ltd | 178148,94 | 3 | 16 | 4 |
| Jadran-Halenska Laboratory | 1385,80 | 4 | 1 | 8 |
| PROSTO-strahovanie, AO | 7340,82 | 1 | 17 | 8 |
| Representation of ADAMED Sp. z o.o. | 52858,40 | 1 | 1 | 1 |

**Fig. 4. The initial data for building a model**

As the data is not proportionate, it should be standardized.

| | 1 Revenue | 2 Comp_size | 3 Inductry_numb | 4 Calls |
|---|---|---|---|---|
| NOVO NORDISK | -0,2048723 | -0,95949892 | -0,969254781 | 0,15403 |
| Kievstar, GSM ZAO | -0,1950213 | -0,95949892 | -0,823586432 | 0,04614 |
| Pharmunion, Ltd. | -0,1846291 | -0,95949892 | -0,969254781 | -0,03478 |
| SUMMIT-AGRO UKRAINE | 0,18179339 | -0,95949892 | -0,168078864 | 0,073112 |
| UKRTATNAFTA | -0,1881227 | -0,95949892 | 0,705931228 | -0,16964 |
| Meda Pharmaceuticals Switzerland GmbH | -0,2102296 | -0,95949892 | -0,969254781 | 0,073112 |
| ASTRA, Agrobuilding alliance, Ltd. | -0,1704873 | -0,95949892 | -0,386581387 | 0.100085 |
| Synmedic Ltd. | 0,33110868 | -0,95949892 | -0,969254781 | 2,365771 |
| Evofarma AG, representation | 0,0176546 | -0,95949892 | -0,969254781 | -0,16964 |
| Tiens Ukraine, Ltd. | -0,2155451 | 0,541608274 | -0,969254781 | -0,14267 |
| DB Schenker | -0,2138075 | -0,95949892 | 0,997267925 | 0,342837 |
| Telko Ukraine | 0,00042961 | -0,95949892 | -0,750752258 | -0,00781 |
| PUBLICHNE AKTSIONERNE TOVARISTVO Perche | 0,68418789 | -0,95949892 | -0,677918084 | -0,08872 |
| Elsi | -0,2170501 | 1,29216187 | -0,459415561 | 0.100085 |
| SV Outdoor, Ltd | -0,2110019 | -0,95949892 | -0,240913038 | -0,06175 |
| First Private Brewery | -0,085672 | -0,95949892 | 0,050423659 | -0,00781 |
| Unique Pharmaceutical Laboratories | -0,2205233 | -0,95949892 | -0,969254781 | -0,16964 |
| Representation of "Elfa" | -0,1945243 | -0,95949892 | -0,969254781 | -0,22358 |
| Sandoz d.d., representation in Ukraine | 3,13679293 | -0,95949892 | -0,969254781 | -0,19661 |
| Sumitec Ukraine ST | 0,66783135 | -0,95949892 | -0,022410515 | 3,067055 |
| Essiej Hajdzhin Ukraine, Ltd | 0,37040333 | 0,541608274 | 0.123257833 | -0.1157 |
| Jadran-Halenska Laboratory | -0,2142855 | 1,29216187 | -0,969254781 | -0,00781 |
| PROSTO-strahovanie, AO | -0,1945878 | -0,95949892 | 0.196092008 | -0,00781 |
| Representation of ADAMED Sp. z o.o. | -0,0440269 | -0,95949892 | -0,969254781 | -0,19661 |

**Fig. 5. Standardized data for building the regression**

At first, we should build one-factor regression, where the dependent variable is the profit, and the independent variable is a company's industry. The results of the regression:

Regression Summary for Dependent Variable: Revenue (Spreadsheet1)
R= ,12007465 R²= ,01441792 Adjusted R²= ,01078109
F(1,271)=3,9644 p<,04748 Std.Error of estimate: ,99459

| N=273 | b* | Std.Err. of b* | b | Std.Err. of b | t(271) | p-value |
|---|---|---|---|---|---|---|
| **Intercept** | | | -0,000000 | 0,060196 | -0,00000 | 1,000000 |
| Inductry_numb | -0,120075 | 0,060306 | -0,120075 | 0,060306 | -1,99108 | 0,047476 |

**Fig. 6. Model of correlation between a company's profit and a client's industry**

According to the results of the model, p-value = 0.04, and therefore the variable is significant at the level of 95%, which is interpreted as follows: the variable "industry of a client company" affects the variable "profit" with an error of less than 5%. But $R^2$ - the coefficient of regression determination is only 14%, which means that the data explains the model only by 14%.

The other variables are included into the regression.

Regression Summary for Dependent Variable: Revenue (Spread
R= ,78851336 R²= ,62175332 Adjusted R²= ,61895149
F(2,270)=221,91 p<0,0000 Std.Error of estimate: ,61729

| N=273 | b* | Std.Err. of b* | b | Std.Err. of b | t(270) | p-value |
|---|---|---|---|---|---|---|
| **Intercept** | | | 0,000000 | 0,037360 | 0,00000 | 1,000000 |
| Comp_size | 0,007393 | 0,038072 | 0,007393 | 0,038072 | 0,19417 | 0,846189 |
| Calls | 0,789833 | 0,038072 | 0,789833 | 0,038072 | 20,74559 | 0,000000 |

**Fig. 7. Model of correlation between a company's profit, a company's size, and a number of technologies used in personnel management**

Subject to adding two variables to the model, the coefficient of determination has significantly increased and now is 62%, indicating the model's adequacy. Only one variable is important – the number of remotely provided services. Since our model is linear, this means that with each additional service provided by managers to a client, the company's profit may further increase by 0.78.

In order to finally accept this model, we should look at the chart of residues distribution. If the model truly explains the interrelation between the dependent and independent variables, the residues should gravitate to a normal distribution, that is, to lie down closer to the red line on the chart.

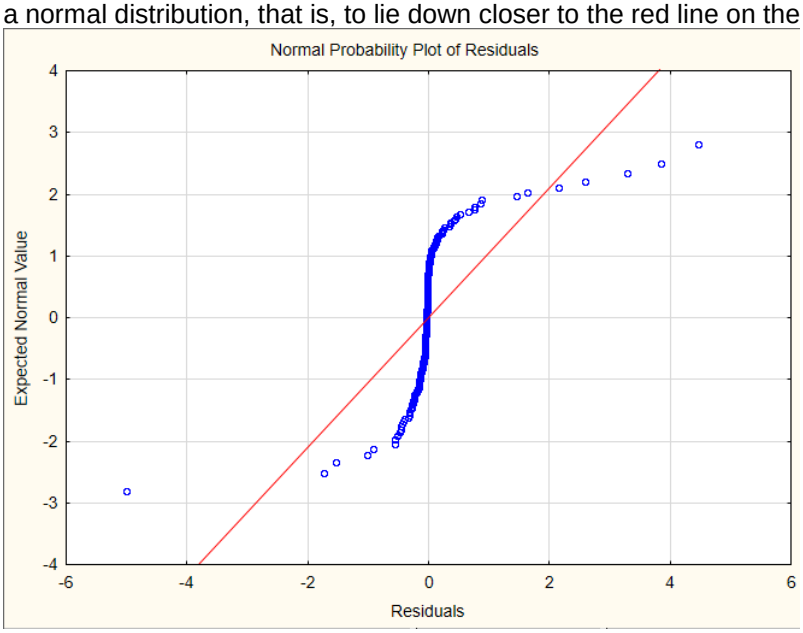


**Fig. 8. Chart of normal distribution of the model's residuals**

The chart illustrates that the residuals are distributed unevenly, and therefore the model is not considered as reliable. In order to fix this issue, we should find the model's logarithm.

| | 1 Revenue | 2 Comp_si: | 3 Inductry_ | 4 Calls |
|---|---|---|---|---|
| 1 | 8,350338 | 0 | 0 | 2,639057 |
| 2 | 8,883191 | 0 | 1,098612 | 2,302585 |
| 3 | 9,244889 | 0 | 0 | 1,94591 |
| 4 | 11,70461 | 0 | 2,484907 | 2,397895 |
| 5 | 9,137271 | 0 | 3,178054 | 0,693147 |
| 6 | 7,867871 | 0 | 0 | 2,397895 |
| 7 | 9,590616 | 0 | 2,197225 | 2,484907 |
| 8 | 12,02136 | 0 | 0 | 4,564348 |
| 9 | 11,17754 | 0 | 0 | 0,693147 |
| 10 | 6,912743 | 1,098612 | 0 | 1,098612 |
| 11 | 7,333226 | 0 | 3,332205 | 3,044522 |
| 12 | 11,10192 | 0 | 1,386294 | 2,079442 |
| 13 | 12,51727 | 0 | 1,609438 | 1,609438 |
| 14 | 6,309918 | 1,386294 | 2,079442 | 2,484907 |
| 15 | 7,77423 | 0 | 2,397895 | 1,791759 |
| 16 | 10,60332 | 0 | 2,70805 | 2,079442 |
| 17 | | 0 | 0 | 0,693147 |
| 18 | 8,903815 | 0 | 0 | |
| 19 | 13,82989 | 0 | 0 | 0 |
| 20 | 12,49899 | 0 | 2,639057 | 4,804021 |
| 21 | 12,09038 | 1,098612 | 2,772589 | 1,386294 |
| 22 | 7,234033 | 1,386294 | 0 | 2,079442 |
| 23 | 8,901206 | 0 | 2,833213 | 2,079442 |
| 24 | 10,87537 | 0 | 0 | 0 |
| 25 | 10,00818 | 1,098612 | 0 | 1,386294 |
| 26 | 9,305839 | 0 | 2,639057 | 1,098612 |
| 27 | 8,971875 | 1,098612 | 0 | 1,386294 |

**Fig. 9. Results of finding the logarithm of the initial data**

After finding the data logarithm, the two-factor regression should be built.

Regression Summary for Dependent Variable: Revenue (Spreadsheet11)
R= ,51399244 R²= ,26418822 Adjusted R²= ,24836432
F(2,93)=16,696 p<,00000 Std.Error of estimate: 1,9657

| N=96 | b* | Std.Err. of b* | b | Std.Err. of b | t(93) | p-value |
|---|---|---|---|---|---|---|
| **Intercept** | | | 0,000000 | 0,420606 | 0,00000 | 1,000000 |
| Comp_size | -0,249323 | 0,090928 | -1,10633 | 0,403481 | -2,74196 | 0,007325 |
| Calls | 0,400704 | 0,090928 | 0,70132 | 0,159144 | 4,40680 | 0,000028 |

**Fig. 10. Results of the model after finding the logarithm**

The coefficient of determination has significantly gone down but remains adequate for the number of observations and equals to 26%.

The variables "Calls" - calls, and "Com_size" - a company's size have become significant at 5%.

Thus, it can be claimed that each additional service potentially increases the profit by 0.7%, and each reduction of a client company's size (as 1- is the largest, and 3 -the smallest companies) leads to reduction of the potential profit by 1.1%. Let's consider the chart of residues distribution:

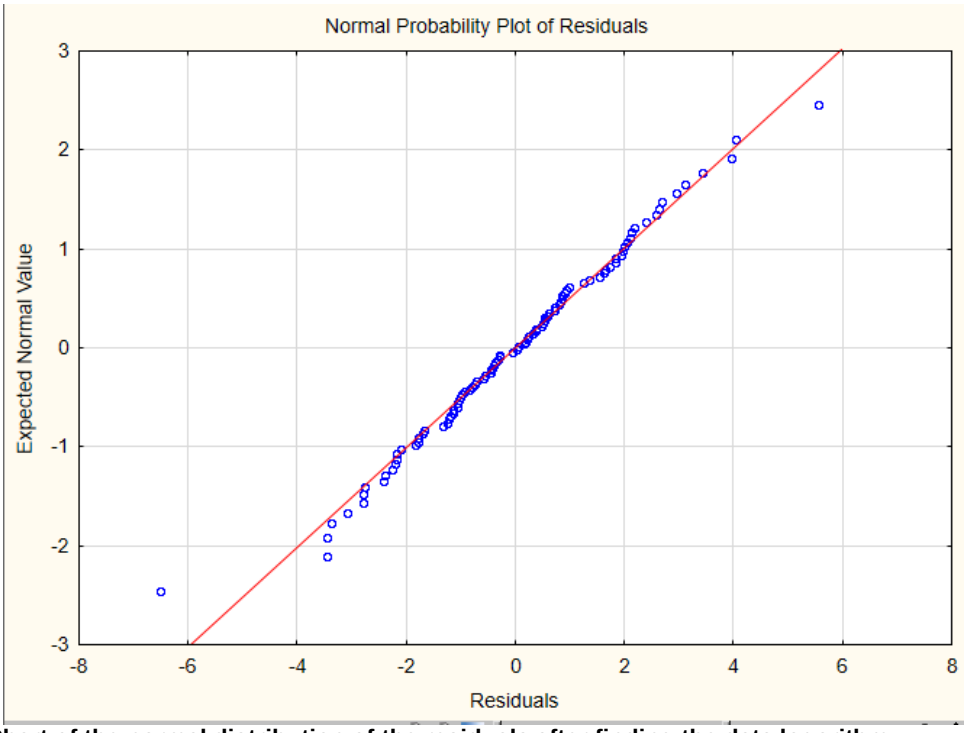


**Fig. 11. Chart of the normal distribution of the residuals after finding the data logarithm**

Residuals are normally distributed, so we can assert that the regression is adequate and suitable for further use.

So, although the impact of each separate independent variable on the final result, which is the potential increase in profits, isn't significant, but together these variables influence the profit and explain the independent variable more than by 26%, which implies that the impact on these parameters can provide the management with a control over planning the company's profitability, and therefore to ensure its stable operation.

It is necessary to bring the most promising and powerful breakthroughs in HR technologies offered in the modern market of innovations.

1. System of recruitment such as HR technologies of the future. From the beginning, HR technologies have been designed to collect, store and manage personal data on employees. Such systems implemented control over rewards, stored data on learning, holidays and working time. Now the candidates (potential employees) are users of such self-service systems having own profiles on LinkedIn which allows HR managers to quickly find the candidates and to contact them [13].

2. Mobile – all. This refers to that we call Internet mobile today. According to the research of the company Kleiner Perkins, nowadays there are 5.2 billion mobile devices, 1.6 billion smart phones, only 789 million laptops, and 743 million desktop computers worldwide. This means that employees use the Internet 2-5 times more often via smartphones than via computer modems. Mobile apps work in a few clicks, they are fast, available and effective, i.e. their benefits are significant. The company Adobe revealed that feedback is growing by five times if you conduct a survey in mobile phones. This testifies to the fact that business needs a daily feedback which makes business effective [13].

3. Sensing, crowdsourcing, the Internet of Things, are becoming the technologies in real-time mode. More people are using internal HR systems for communication and understanding each other. For example, crowdsourcing or social systems transform HR practices. It became possible to vote "for/against" a specific idea with one click, and this is of great importance and power. HR can now immediately get feedback or a comment on any program, organizational changes, or a new idea [13].

4. Radical changes in recruiting: it becomes more social and abstract. Changes in the activities of recruiting companies are palpable. Thanks to LinkedIn, Facebook, Indeed, Glassdoor and many others, the social and abstract recruitment is being used. HR managers look for candidates according to their profiles in social networks, and find them even among employees' friends. Relationship, activity, interest in company's brand is being monitored taking into account the specifics of a territory and country [13].

5. E-leaning systems change, the market increases. In the early 2000, such a system was called "E-leaning management system" and was originally developed as a control system of curriculum. Now this market grew by 21%, and is considered to be a rapidly growing one. Corporate learning, content, collaborative learning are fundamental strategic objectives of each enterprise. Today every company has a need for training employees on new things and on how to do their job better [13].

The author proposed an improved system of personnel management, which can be graphically presented as three major groups: providing a company with personnel, personnel development, and rational use of personnel (Fig. 12).

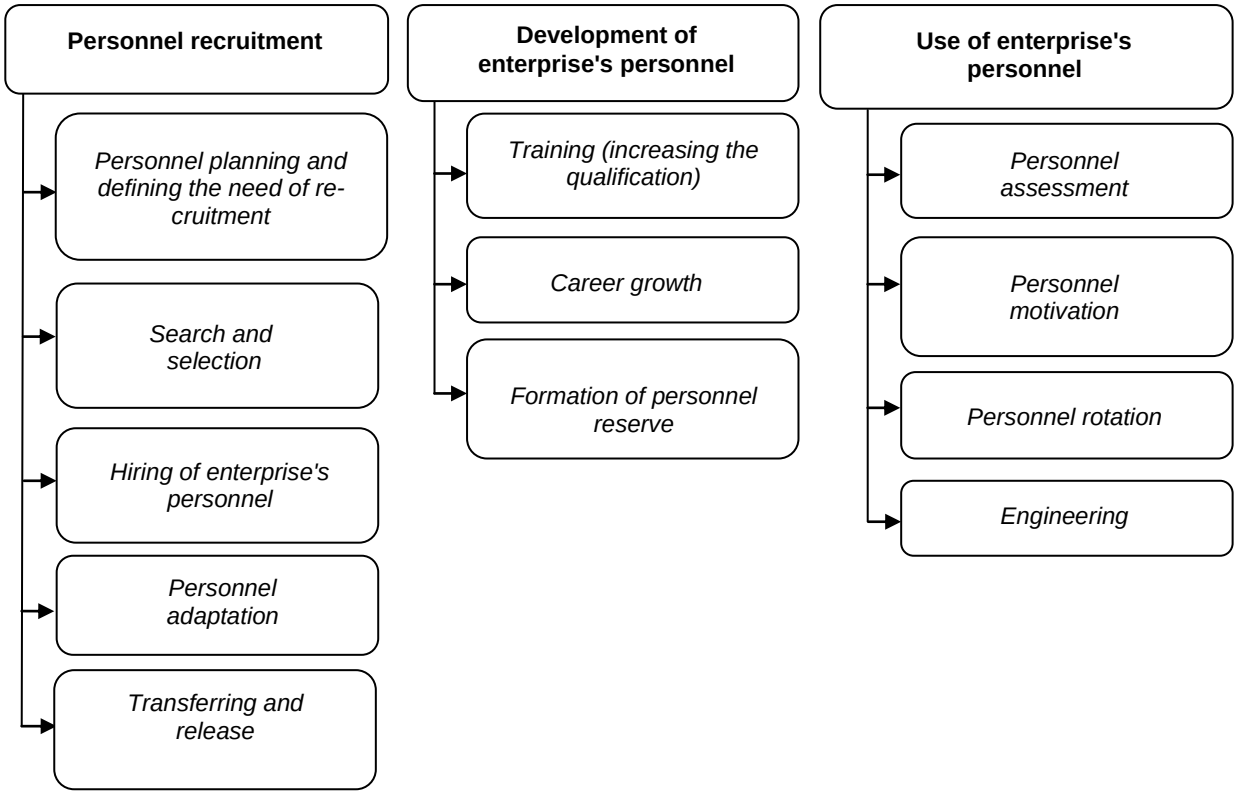


**Fig. 12. Modern system of personnel management of an enterprise (Authoring)**

All the elements of a modern personnel management system are interrelated, and absence of any of them makes it incomplete. Elements of a personnel management system reflect the stages of a life-cycle of employees. Each new employee at first acquaints themselves with a company, and, as a rule, at this stage is not sufficiently effective. Then, after adaptation, their efficiency begins to rise and reaches a peak and then falls, and then, in most cases, the employee gets dismissed. The most important tasks of a modern system of personnel management – search, selection, development, and retaining the most effective employees.

*Workforce planning and determining the need for recruitment* give ability to implement business goals of an enterprise by matching strategic and tactical goals with necessary human resources. To do this, the author proposes the following scheme (Fig.13):

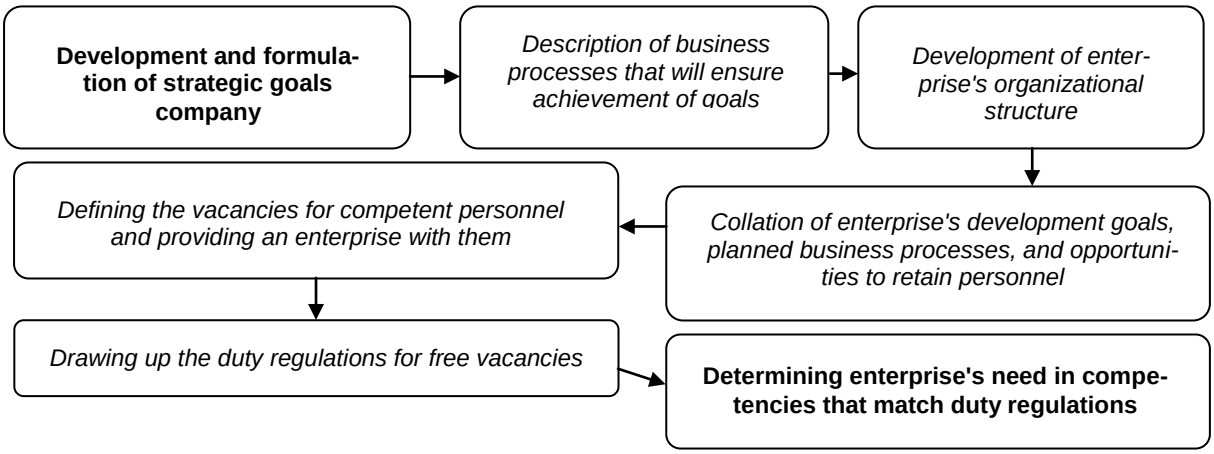


**Fig. 13. Diagram of a process for determining the need to recruit personnel for an enterprise (Authoring)**

At the stage of *search* and *recruitment,* an enterprise should use a recruitment system which allows to employ highly qualified personnel. It is an undeniable fact that it is a waste of money to retain unskilled staff.

The developed *program for personnel adaptation* will in accelerate a new employee to blend into a team, as well as to understand the requirements to a position, and strategic objectives of an enterprise as a whole.

*The program for personnel evaluation is being developed* and concerns the development of employee's professional competence for a certain period of time, and determines to what extent an employee has improved their value for the enterprise, and their value in the labor market. According to the results of such estimation, further development of the employee is determined and in case if their professional qualities match the selection criteria, the latter can be enrolled in the personnel reserve of an enterprise.

It is advisable to develop and implement *the career development program* and *the training program* with the aim of improving personnel skills which will enable growth of their own loyal professionals in an enterprise.

*Personnel motivation* and *stimulation* play an important role in a modern system of personnel management. High level *motivation* and *stimulation* allows to solve the issues related to increasing of work efficiency of each employee in particular, and enterprises' efficiency as a whole. Untimely *assessment* of competence, inability of career growth, and low level of motivation of employees lead to premature dismissal of the latter at their request, or as managers need to "release the enterprise from the burden".

In a modern, properly constructed system of personnel management, the step of personnel *release* is based on the program of personnel amount optimization and personnel cost control. Dismissal of employees according to the Labor Code of Ukraine with payments and compensation envisaged by the legislation, allows to quickly recoup the costs and to establish enterprise's activities in accordance with the strategic business goals.

*The program of personnel rotation* has a positive impact on the efficiency of employees and business activity in general. Rotation, in first place, is necessary for prevention of professional burnout of employees that have worked on the same position in the company for a long time. When such an employee is transferred to another equivalent position in their company, the employee has the opportunity to gain some new experience, new knowledge and skills, to increase their interest in achieving high results in work and the enterprise's activities. The rotation program also contributes to preparation of versatile interchangeable specialists, localization of conflicts, and implementation of new ideas for business development.

Therefore, it is advisable to continuously monitor every element of a modern system of personnel management regardless of enterprise's development level and the economic situation in a country, to develop and implement proposals for optimization and improvement of the whole system of enterprise management in general.

Thus, it should be noted that employees' mood, loyalty, efficiency, professionalism, and their desire to work together to achieve the company's strategic goals depend on how properly the personnel management system is constructed in the company.

**Conclusions.** Based on the above studies, the following can be summarized:

1. Personnel management system should be built on the basis of modern HR technologies. This is a basic element in the achievement of strategic business objectives.

2. Benefits from using modern HR technologies consist in accelerating the search process, and involvement of specialists, ability to work remotely, simplifying the organization, and saving of working time.

3. Implementation of advanced HR technologies in a personnel management system becomes easier and more interesting with time, as it becomes possible to attract potential employees, to work in real-time, to have instant feedback, and overall to improve existing tools and approaches to recruitment, development and retention of the most talented employees.

4. Transition from a traditional management system to a modern one increases effectiveness in achieving the strategic business objectives of native enterprises.

The foregoing shows that in the coming years, the market will be filled with highly motivated HR managers and use of modern HR technologies will become a significant achievement in obtaining success of enterprises in Ukraine.

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