INNOVATIVE MECHANISMS FOR HUMAN RESOURCE MANAGEMENT IN THE CONTEXT OF PROCESS DIGITALIZATION

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Contemporary global challenges require significant changes in human resource management, especially in the context of digitalisation. Personnel are viewed as a key resource for the enterprise, since the effectiveness of strategic business processes directly depends on employees' professional competence [1]. In the context of the transition to a digital economy, human resource management (HRM) is undergoing a profound transformation, which involves the active implementation of digital tools, increased labour productivity, and the creation of innovative mechanisms for interaction. The aim of this study is to substantiate theoretical, methodological, and practical approaches to the formation of an HR management system within an enterprise as an element of strategic management in the context of digitalisation.

Traditional human resources management is viewed as an administrative function focused on task allocation, personnel record maintenance, and adherence to organisational policies. Under the influence of digitalisation across all spheres of public life, there is a shift in emphasis toward the development of the enterprise's communication and information environment. The digitalisation of human resources management is a new paradigm that integrates digital technologies to optimise processes, increase productivity, and create new mechanisms for interaction, differing from traditional HR management in its flexibility and innovation [6].

Modern management professionals are rethinking their professional roles. They are no longer limited to administrative functions but act as strategic partners in organisational decision-making [4]. These changes can be traced by comparing the classical and digital paradigms (Table 1).

Table 1. Comparison of the Classical Human Resource Management Paradigm and Digital HR

Comparison Criteria	Traditional Paradigm	Human Resource Management through Digitalisation (Digital HR)
Key resource	Human capital	Synergy of talent and digital technologies
Nature of tasks	Unskilled or routine tasks	Intellectual, analytical, and creative work
Division of labor	Functional division	Project-based work and agile teams
Management focus	Individual management and administration	Team management, productivity improvement
Use of technologies	Standard software products	Innovative, cloud-based solutions, mobile apps, artificial intelligence

As a result of these changes, there is a growing need for "digital talent"—employees who possess not only technical skills but also emotional intelligence, cognitive flexibility, creativity, and the ability to make quick decisions.

Innovative HR technologies refer to a set of digital tools and methods used to automate, optimise, and improve HR management processes in companies. The implementation of innovative solutions increases the efficiency of HR departments and contributes to the strategic development of organisations. Modern innovative solutions significantly simplify management processes, giving teams more opportunities to shape corporate culture and increase overall labour productivity [4].

For a deeper understanding of the nature of digital HR mechanisms, it is advisable to classify them according to several criteria (Fig. 1). Specifically, based on functional purpose, technologies are categorised into recruitment and selection, training and development, performance management, and employee retention. Based on their technological foundation, digital mechanisms are divided into software solutions, cloud services, analytical tools for processing big data and big, and mobile applications. In terms of their impact on management processes, they cover the operational, tactical, and strategic levels [4].

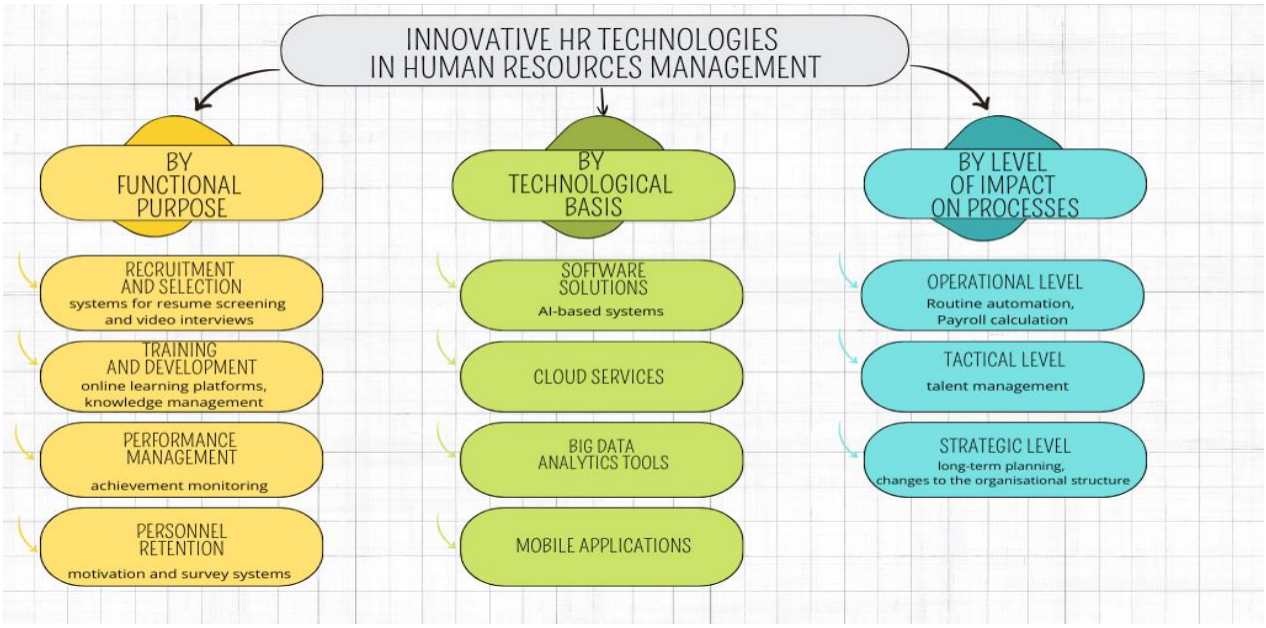

Figure 1. *Classification of innovative HR technologies in human resources management*

Comprehensive ERP (Enterprise Resource Planning) systems play a central role in this architecture, providing a unified system for managing the company and consolidating information flows. For example, leading platforms such as SAP ERP, Oracle ERP, and BAS ERP have specialised HR management modules that allow HR processes to be integrated with financial accounting, production, and logistics. The focus on cloud technologies inherent in such systems (e.g., Oracle ERP or BAS ERP) ensures high scalability, fault tolerance, and data security [7].

The modern human resources management ecosystem is shaped by key areas of HR function digitisation (Fig. 2).

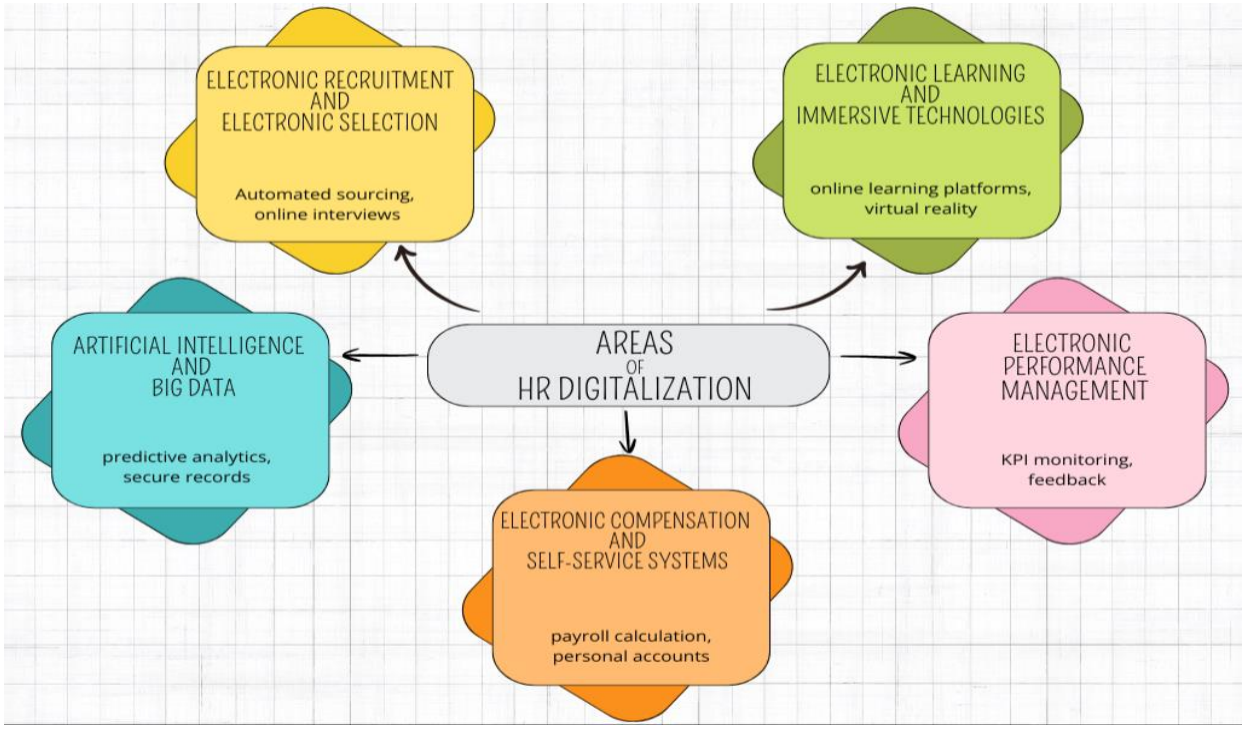

Figure 2. *Key areas of HR function digitisation in the modern human resources management ecosystem.*

E-recruiting and E-selection. One of the main goals of HR is to attract a talented and diverse workforce. Effective recruitment fosters innovation, stimulates creativity, and increases customer satisfaction. E-recruiting technologies have diminished the importance of traditional print media job advertising, shifting the focus to online platforms and direct communication between candidates and employers. According to some estimates, about 90% of large organisations now use some form of technology to advertise job openings and collect applications [5]. E-recruiting allows for attracting a significantly larger number of applicants and reducing transactional and administrative costs.

However, research shows that e-recruiting does not always automatically guarantee the attraction of higher-quality candidates compared to traditional methods. Additionally, challenges arise regarding ensuring gender, age, and ethnic diversity among candidates. Some studies indicate that older candidates or members of certain minority groups are less likely to use online platforms due to limited internet access at home or higher levels of "computer anxiety" and lower self-efficacy [5].

To overcome these limitations and enhance the employer brand's appeal, organisations are increasingly shifting from passive, one-way systems (job boards) to interactive Web 2.0 technologies. Among these, virtual job fairs hold a special place—online events in a virtual environment using computer simulation, chats, webinars, and avatars, where candidates can interact with recruiters, upload resumes, and undergo a "virtual preview" of the job [5].

The next stage is e-selection, which includes electronic job analysis (EJA), web applications, online testing, and video interviews. Electronic job analysis (EJA) enables specialists from different regions to work in virtual teams to develop a job description, thereby reducing the time required to prepare the job profile. Regarding web applications, companies actively use keyword screening systems to quickly filter out unqualified candidates.

Candidates' competencies are assessed through computerised cognitive ability tests, situational judgment tests (SJT), and personality questionnaires. An important consideration is that computerised tests may place a higher cognitive load on the candidate, as they must simultaneously perform two tasks: directly solving the test and navigating the computer interface. If a candidate has low digital literacy, their results may be unfairly underestimated. With this in mind, companies are beginning to use virtual simulations (online work samples) that mimic real-world work tasks and give candidates a realistic sense of what their future job will be like. As for video interviews (e.g., via cloud-based video conferencing platforms), they significantly conserve resources, but sometimes fall short of in-person meetings due to the loss of nonverbal information (body language, facial microexpressions) and a sense of "interpersonal distance" [5].

The introduction of e-learning is recognised as one of the greatest innovations in staff training. According to research, over 25% of corporate training hours worldwide are now conducted online, providing organisations with tremendous flexibility, convenience, and cost savings. For example, Cisco estimated savings from e-learning at 40–60%, while IBM achieved 500% more training at one-third the previous cost [5]. E-learning is particularly important for the rapid implementation of new software within an organisation.

The effectiveness of e-learning depends on three groups of factors: learning technology, program design, and the learner's individual characteristics. Successful e-learning should include meaningful content, give learners control over the learning process, provide opportunities for practical application, and ensure feedback. However, purely digital learning can lead to social isolation among employees. To address this issue, companies use "blended learning" models, which combine online modules with in-person sessions, thereby increasing motivation and improving learning outcomes.

A major breakthrough in corporate training is the use of active learning methods, such as gamification and virtual/augmented reality (VR/AR) systems [2]. Virtual reality (VR) is used to immerse the learner in a simulated work environment (e.g., flight simulators, medical simulators, or simulations of complex negotiations), allowing critical skills to be practised safely and reducing the time needed to master the material. Gamification (the use of game mechanics in non-gaming contexts) increases employee engagement and simplifies the understanding of complex information systems.

Electronic Performance Management (E-PM) involves automating employee performance evaluations, identifying top and underperforming employees, and providing them with systematic feedback. According to statistics, up to 93% of large organisations surveyed use e-PM systems [5]. These technologies allow for tracking performance throughout the evaluation period, collecting data for 360-degree feedback, and automatically generating analytical reports.

The use of e-PM significantly reduces the time spent on data collection and evaluation administration, freeing up managers' time for strategic management. An interesting fact is that studies have revealed a specific

reaction among employees to computer-generated feedback: in many cases, employees consider computerised feedback to be more objective, feel less demotivated when criticised, and trust it more than feedback provided directly by a manager (since the computer focuses on the task rather than the manager's subjective evaluative intentions) [5]. However, there is a risk: excessive automation of evaluation can create interpersonal distance between the employee and the manager when the manager relies solely on machine-generated numbers, reducing personal communication. To prevent this, organisations are integrating internal social platforms (corporate networks, microblogs) to ensure continuous, open dialogue and provide informal feedback.

Motivating and retaining talent are critical tasks in a global competitive environment. Over 50% of organisations automate compensation planning processes using e-compensation **systems** [5]. These systems combine internal HR data (performance results, salary history) with external labour market indicators to create an optimal compensation structure, functioning as decision-support systems.

Industry studies demonstrate impressive results from compensation system automation: reduced administrative costs (one company reported savings of $850,000 per year), accelerated planning cycles (Dell cut planning time by 65%, while Motorola implemented a system for 10,000 employees across 65 countries in less than 6 weeks), and an 80% reduction in payroll errors [5].

Today's workforce is extremely diverse (by age—Generations X, Y, and Baby Boomers—and by cultural and ethnic background), which shapes different values and expectations regarding compensation. While older generations value status more, Generation Y prefers flexible schedules, personal development, and a comfortable work environment. Electronic compensation systems, combined with corporate crowdsourcing, allow companies to identify these needs and create flexible compensation packages, thereby increasing employee loyalty.

Employee Self-Service (ESS) systems have become a key component of digitalisation, with approximately 80% of large companies currently using them [5]. Through ESS web portals, employees have round-the-clock access to their HR data, can independently sign up for training courses, choose benefit packages (insurance), and request time off. Although ESS significantly reduces HR department workload, saves time, and improves data accuracy, it also presents challenges. First, there is a partial shift of the administrative burden onto the employees themselves and their line managers. Second, the success of ESS implementation depends heavily on the user-friendliness of the interface and the "digital readiness" of the staff.

Modern digital tools underpin most of the mechanisms mentioned above. For example, artificial intelligence (AI) helps process large volumes of resumes, predict candidates' potential productivity as early as the selection stage, create personalised learning paths based on their prior achievements, and use chatbots to perform routine tasks and support staff [2].

At the same time, Big Data Analytics helps understand employee behaviour. It identifies hidden success factors, measures job satisfaction, helps calculate employee turnover, and supports strategic management decisions. The application of Blockchain technology in HR is changing the approach to data management: it ensures a high level of transparency, cryptographic protection of information regarding qualifications and salaries, reduces the risks of confidential data leaks, and enables the creation of authentic digital employee profiles that cannot be forged.

Today, digital transformation of business processes is a key factor in enterprise success. The implementation of cutting-edge technologies not only changes how businesses operate but also significantly impacts human resources management, opening up new opportunities while simultaneously creating unprecedented challenges. The integration of modern human resources (HR) management tools requires a rethinking of both operational activities and the organisation's socio-psychological environment.

The benefits of implementing innovative HR technologies can be divided into three main areas: increased efficiency, improved decision-making, and higher employee engagement.

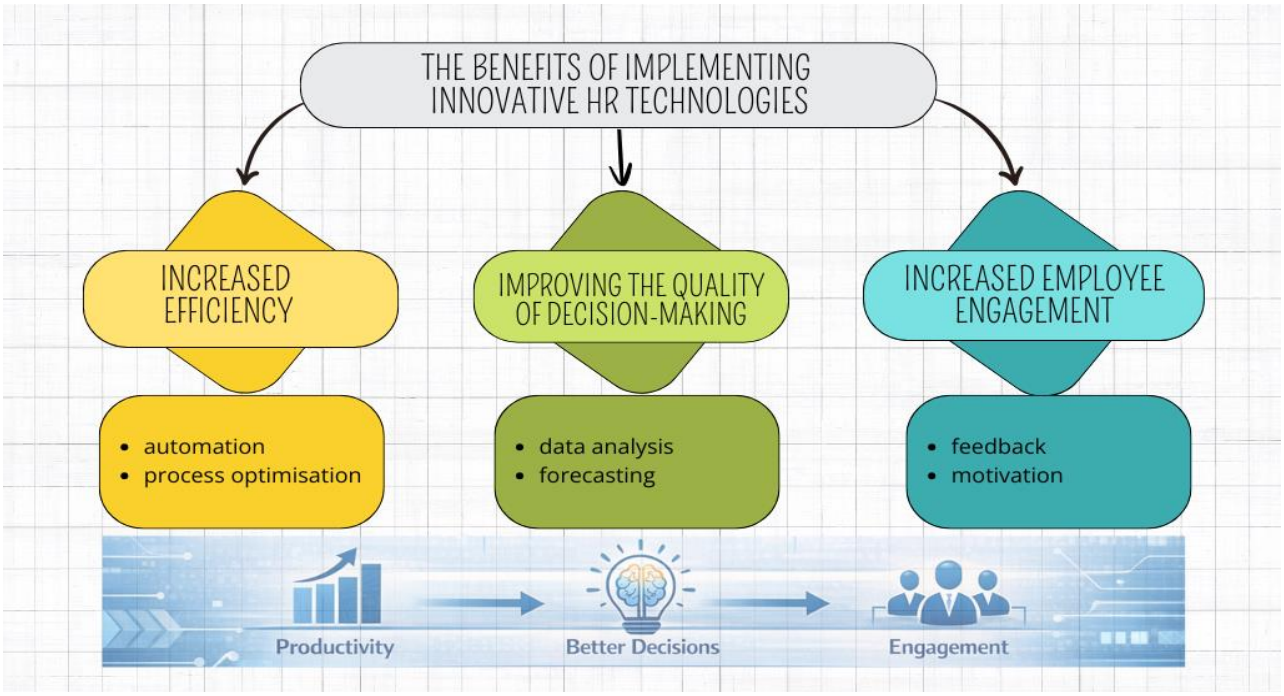

Figure 3. *Benefits of implementing innovative HR technologies*

Automating routine tasks significantly reduces administrative workload and transaction costs. The use of integrated information systems (HRIS) and AI-based tools allows HR professionals to focus on strategic initiatives. Industry studies confirm the high effectiveness of optimisation: for example, the use of electronic compensation systems (e-compensation) in some international companies reduced the time spent on compensation planning by 65% and decreased payroll calculation errors by 80% [5]. The resulting savings in administrative costs amount to hundreds of thousands of dollars per year. E-learning also reduces staff training costs (by 40–60%) while reaching a larger audience [5].

The use of big data and artificial intelligence enhances the objectivity and quality of decision-making. Algorithms analyse behavioural trends, predict candidates' success during the selection phase, and create personalised development programs. This reduces the influence of subjective factors and minimises management errors [2].

Digital technologies promote greater transparency and motivation. Modern electronic performance management (e-PM) systems enable continuous tracking of work results and provide employees with timely feedback. The integration of corporate social networks and employee self-service (ESS) platforms fosters a digital corporate culture, expands employee autonomy, and enables better consideration of individual needs [2, 5].

Despite numerous advantages, HR digitalisation is accompanied by systemic and psychological challenges. Traditional HR management faces resistance to change. Employees often fear losing their jobs due to automation, which causes psychological stress, burnout, and computer anxiety [2].

A separate challenge is the threat of depersonalization of work processes. Research shows that excessive automation of evaluation and feedback processes can increase the distance between managers and subordinates [5]. For example, electronic performance management (e-PM) systems that automatically collect performance data can lead managers to focus more on machine-generated numbers and communicate less personally with employees. Electronic feedback is sometimes perceived as impersonal and less convincing, which reduces trust in leadership and weakens social bonds within the team.

Furthermore, the use of digital technologies during recruitment and training can create barriers to ensuring diversity and inclusivity in the workforce [5]. Online recruitment and testing often require a high level of cognitive load, as candidates must simultaneously complete test tasks and interact with a computer interface. As a result, test results may reflect not so much the candidate's actual abilities as their level of digital skills and lack of computer anxiety. This can become a barrier to hiring older workers or members of social groups with limited access to modern information technologies.

From an organisational perspective, integrating new systems entails significant technical and financial challenges. Businesses, particularly small and medium-sized enterprises, face high costs associated with implementing IT platforms, system compatibility issues, and the potential for confidential information leaks [2].

Recognising these challenges underscores the importance of comprehensive digital adaptation. In the digital environment, staff adaptation goes beyond simply mastering functional duties. It requires not only mastering new technologies but also changing approaches to communication, time management, and collaboration within virtual teams.

Digital adaptation is not merely a technical process but a complex set of psychological and social changes. The success of the transformation depends on staff readiness, the perceived benefits of new technologies, and transparent communication [2]. The following key approaches explain the process of employees' digital adaptation:

1. The concept of "digital readiness":

This approach encompasses both technical skills and the staff's psychological readiness for innovation. For a successful business transformation, it is necessary to regularly conduct digital readiness audits and provide psychological support through coaching and mentoring, which reduces anxiety and boosts employees' confidence in their own abilities. The growing demand for "digital talent" currently requires candidates to possess qualities such as cognitive flexibility, critical thinking, emotional intelligence, and the ability to make quick decisions.

2. Technology Acceptance Model (TAM):

Developed to explain how employees adopt or reject new IT solutions. According to TAM, the two key factors in adoption are perceived usefulness and ease of use. Employees must clearly understand the benefits they will gain from using the system (e.g., time savings thanks to ESS or ERP) and feel that the application's interface does not require excessive intellectual or emotional effort.

3. The Innovation Diffusion Model:

Based on Rogers' theory, this model divides all employees into several categories based on their speed of adopting change: innovators, early adopters, early majority, late majority, and laggards. Understanding this differentiation allows HR managers to develop targeted training programs, using "innovators" as change ambassadors to engage more conservative colleagues.

4. Transformation of the "psychological contract":

In the context of digitalisation, the introduction of remote work or artificial intelligence may disrupt previous expectations regarding stability and working conditions. Therefore, open communication and clarification of the strategic goals of innovation are critical for maintaining loyalty. Additionally, when managing different generations (Generation X, Generation Y, Baby Boomers), compensation expectations also vary. Research shows that Generation Y (Millennials) value flexible work schedules, a comfortable atmosphere, and opportunities for personal development significantly more than previous, status-oriented generations. A digital motivation system must account for this diversity of values.

A comprehensive support system is necessary for staff to successfully adapt to the digital environment. The introduction of innovations must occur in parallel with the creation of a favourable socio-psychological climate [3].

First, companies should actively use "blended learning" methods that combine online courses with in-person training. This minimises feelings of social isolation, increases motivation to learn, and ensures timely feedback. Second, technologies that enhance social presence in the virtual environment should be implemented. The use of internal social platforms, microblogs, and virtual conferences helps restore interpersonal contact, reduce the distance between management and subordinates, and ensure continuous, multi-level feedback for employee development. Third, key elements include employee branding and corporate culture management [3, 5]. Successful companies purposefully build a brand as an innovative employer. Employee satisfaction with innovations, as well as their trust in computerised evaluations and compensation systems, directly depend on the transparency of management policies and the level of corporate social responsibility.

Therefore, the key to effective digital transformation in HR management is shifting the focus from purely technological software implementation to the development of human capital. Economic analysis of successful practices shows that the maximum return on investment (ROI) in digital HR technologies is achieved only when technology serves as a decision-support tool that enhances, rather than replaces, managerial interaction, emotional intelligence, and social empathy [5].

The transition to digital HR management cannot be viewed solely as installing new software. It is a comprehensive transformation of business processes that requires a systematic approach, careful planning, and consideration of the company's strategic goals. The experience of many organisations shows that automated human resources management is not a one-size-fits-all solution and, without a proper implementation methodology, can present more challenges than benefits [4].

From a methodological standpoint, the transition to digital HR management is a logical extension of the company's rethinking of its market position. This process unfolds in three broad steps: first, the company's overall strategy shifts to focus on delivering a competitive product; second, the company defines its mission in the field of human resources management and formulates a strategic vision; third, there is a direct update of management technologies (recruiting, assessment, training), which must be carried out without significant resistance from employees [6].

To ensure the effective integration of digital solutions into the practical activities of HR departments, a five-stage implementation methodology has been developed, covering all key aspects of the organisation's operations [2].

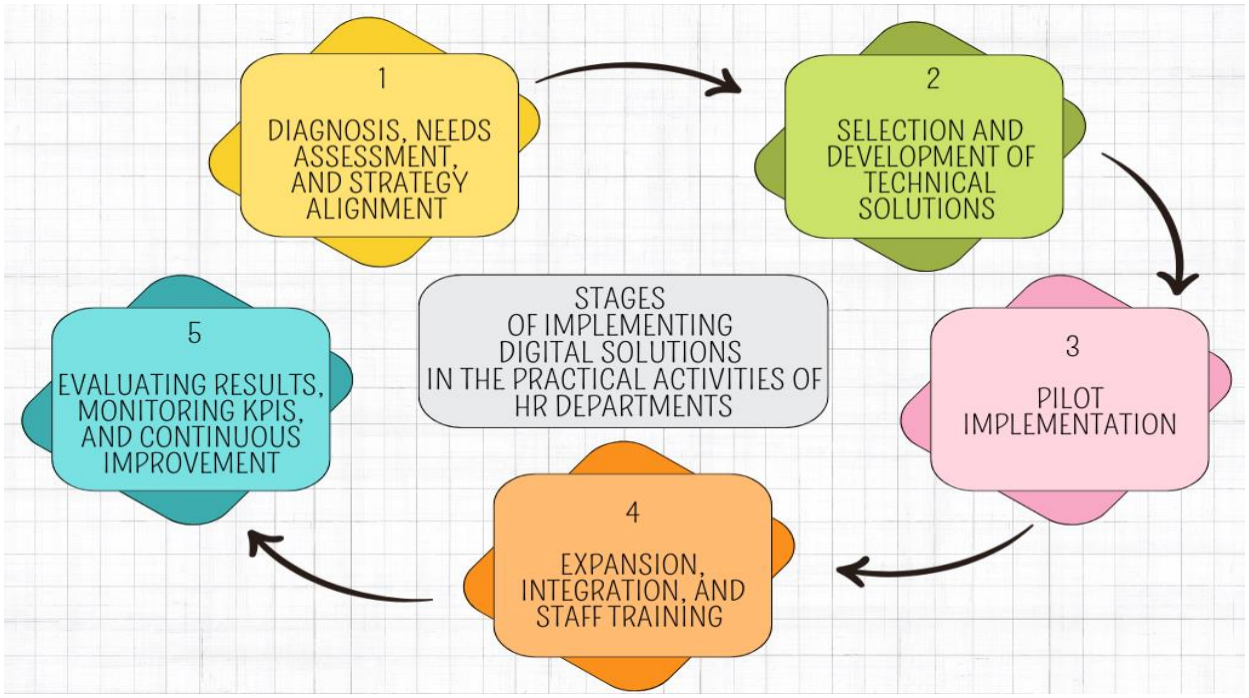

Figure 4. *Stages of implementing digital solutions into the practical activities*

HR departments (based on Source 2)

Stage 1: Diagnosis, Needs Analysis, and Strategic Alignment

The first stage is the foundation of digital transformation and involves conducting a comprehensive audit of current HR processes to identify bottlenecks and digitisation needs. The diagnosis begins with an assessment of the existing level of automation of HR functions and an analysis of the staff's "digital readiness," which includes both an evaluation of technical skills and the team's psychological openness to innovation [2].

At this stage, it is critical to adopt a strategic approach to HR management. According to the McKinsey 7-S model, the implementation strategy must align with other elements: skills (competencies), corporate culture's shared values, organisational structure, regulations, leadership style, and employees themselves. The "5S" model (strategy, structure, staff, incentives, shared values) is also applied, enabling alignment of digitalisation goals with the company's overall global development objectives. Only after establishing strategic guidelines and identifying staffing needs can the company proceed to selecting tools [1].

Stage 2: Selection and Development of Technological Solutions

Based on the diagnostic results, relevant digital HR technologies are selected. The company faces a choice: to use off-the-shelf, universal software products or to develop custom technologies tailored to specific internal requirements. A separate task involves assessing the investment costs for implementing innovations and forecasting the return on investment (ROI).

In modern practice, most companies strive to move away from fragmented software and transition to comprehensive intelligent management systems (ERP – Enterprise Resource Planning), which consolidate all business processes [7]. Among the leading systems on the market are:

SAP ERP: provides real-time management of all company operations and features powerful modules for managing personnel, performance metrics, and financial flows.

Oracle ERP: distinguished by a strong focus on cloud technologies, high functional flexibility, and scalability. It includes integrated modules for human resources, procurement, and project management.

BAS ERP: an innovative solution for building comprehensive information systems, fully adapted to the Ukrainian regulatory framework, and actively utilising mobile and cloud technologies.

When selecting a technology, management should rely on three groups of personnel management methods: *administrative* (developing new job descriptions for working with the software), *economic* (project financing, financial incentives for employees to master the software), and *socio-psychological* (creating a creative atmosphere to overcome fear of innovation) [3].

Stage 3: Pilot Implementation

To avoid widespread disruptions in the company's operations, the integration of digital solutions should not occur instantly across the entire organisation. The methodology requires pilot testing of the innovation within a single department or on a select group of HR processes.

The pilot project serves several critical functions: first, it allows for the practical identification of technical shortcomings, system errors, and compatibility issues with the company's existing IT platforms. Second, it provides an ideal environment for gathering high-quality feedback from the system's first users. This feedback serves as the basis for refining the interface and adjusting algorithms prior to the mass rollout. In addition, E. Rogers' innovation diffusion model is actively applied at this stage: the first users of the system in the pilot department are "innovators" and "early adopters," who will subsequently act as ambassadors of change and help educate the "late majority" and "laggards" in the next stage [2].

Stage 4: Scaling, Integration, and Staff Training

Following a successful pilot test, the process of scaling (deploying) the technology across the entire enterprise begins. This stage is the most critical for managing employee resistance, as it requires a profound shift in corporate culture.

The main task at this stage is large-scale staff training. Technological progress requires highly qualified personnel. The organisation must prepare employees by providing theoretical and practical training materials before the software product is put into full-scale use [4]. Specialised e-learning programs should be used continuously to avoid errors and production delays that may result from a lack of skills in working with modern technology. Training not only minimises technical risks but also serves as a powerful motivational tool—employees who feel supported by their employer in developing their "digital talents" demonstrate higher levels of loyalty and engagement. Technical integration occurs simultaneously with training—configuring the compatibility of new HR tools with the company's existing financial and logistics ERP systems, as well as organising technical support processes [2,6].

Stage 5: Results Assessment, KPI Monitoring, and Continuous Improvement

The final stage of the methodology is a systematic evaluation of the effectiveness of the implemented technologies. This stage is continuous and allows for measuring the actual impact of digitalisation on strategic organisational outcomes and indicators of employee adaptation success.

To ensure objectivity, a multi-level monitoring system is used, incorporating key performance indicators (KPIs), big data analytics, and financial metrics:

1. Monitoring of Key Performance Indicators (KPIs): Allows for the quantitative measurement of the success of digital transformation. The main KPIs in this context include:
   - *Onboarding time for new employees* (whether it has been reduced thanks to VR training and online courses);
   - *Staff engagement level* (assessed using metrics of activity in the use of digital systems and internal self-service portals);
   - *Staff turnover rate* (a measure of talent retention effectiveness);

- *Labour productivity* (number of tasks completed, achievement of team goals).

2. Data collection and analysis (Big Data): The use of big data analytics enables a deep exploration of staff interaction with learning platforms and performance management systems. Analysing the frequency of tool usage, time spent working in the system, and the results of regular digital surveys helps identify hidden trends and predict the future effectiveness of HR policies.

3. Return on Investment (ROI) Assessment: The financial justification for digitalisation lies in calculating ROI. This is done by comparing economic and administrative indicators before and after system implementation. Factors considered include time savings on routine tasks, reduced recruitment costs, lower payroll processing error rates, and an overall increase in the company's competitiveness.

4. Assessment of the impact on organizational culture: Digitalisation should support the social and psychological climate. Through engagement indices (eNPS) and regular surveys, management tracks staff perceptions of changes, loyalty levels, and satisfaction with the new digital interaction format.

In summary, this methodology enables the company to conduct a comprehensive reengineering of its business processes. A flexible approach to implementation, supported by continuous monitoring of results and change management, guarantees the successful implementation of innovative solutions. By implementing innovative mechanisms, HR management transforms from a supporting administrative function into a strategic tool for the company's development, capable of ensuring sustainable growth in the digital economy.

Conclusions. The digitisation of human resource management processes is an irreversible and strategically important stage in the evolution of modern business. In the context of global transformations and the transition to a digital economy, the classical HR administration paradigm is finally losing its relevance, giving way to innovative Digital HR management. The conducted research allows us to draw several conceptual conclusions regarding the role, mechanisms, and consequences of implementing digital technologies in HR management.

First, in today's information society, personnel are recognised as the most valuable asset and the primary resource for an enterprise's innovative development. Accordingly, the goal of HR digitalisation is not merely to reduce administrative costs, but to create synergy between human talent and digital tools, thereby maximising productivity and unlocking the creative potential of teams.

Second, key innovative mechanisms fundamentally transforming the architecture of HR processes include artificial intelligence (AI) systems, big data analytics, cloud-based ERP systems (such as SAP, Oracle, and BAS ERP), virtual reality (VR) technologies, and blockchain. Their comprehensive use optimises all stages of the employee lifecycle: from high-precision e-recruiting and flexible e-learning to objective performance management (e-PM) and automated compensation systems (e-compensation).

Third, the integration of digital technologies is accompanied by several challenges, the main ones being employee resistance to change, psychological stress, and computer anxiety. The effectiveness of the latest solutions directly depends on the team's level of "digital readiness." Therefore, it is critically important for organisations to shift their focus from purely technological implementation to socio-psychological support, offering employees quality mentoring, blended learning formats, and transparent communication.

Fourth, successful digital transformation requires the application of a clear implementation methodology that must align with the company's overall development strategy. The proposed five-stage model minimises operational risks and ensures the smooth integration of innovations into the existing business environment.

Thus, innovative HR management mechanisms in the context of digitalisation transform the HR department into a strategic partner of the enterprise. They enable the organisation to respond quickly to market challenges, make data-driven management decisions, and foster a flexible corporate culture. In terms of future research, particular attention should be paid to the ethical use of artificial intelligence in HR, the protection of confidential data, and the development of hybrid work models, which are key factors in maintaining companies' competitiveness in the post-crisis period.

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