

LABOUR ECONOMICS, PERSONNEL MANAGEMENT AND MARKETING

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INNOVATIONS IN PERSONNEL POLICY IN PANDEMIC AND WAR CONDITIONS

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The article examines innovations that are being actively implemented by HR management in the personnel policy of enterprises. Special attention is paid particularly to those innovative ideas that arose and caused considerable interest precisely during the introduction of restrictions due to the COVID -19 pandemic and became inevitable in their application during military action. The reasons for the interest of the current able-bodied generation in freelance work and the growing demand for a remote work format, which became the primary reason for the introduction of changes in the work of personnel services, are indicated. The dynamics of the labor market of Ukraine, in particular during periods of crisis, have been analyzed, and a stable trend towards an increase in the unemployment rate during various troubles in the country has been determined. The influence of large-scale digitization of the country on the transformation of the work of personnel of individual enterprises and the need for an active transition to electronic document management in all spheres of life are considered. Examples of the best innovative software products for personnel management and their functions are given. The positive impact of the results from the implementation of programs that ensure the effective functioning of personnel services even during the forced restrictions of the pandemic and war has been proven. Attention is focused on the low demand for innovative products from the HR management side, which is caused by insufficient awareness in this area and the lack of educational programs that reveal the essence and importance of using the above-mentioned personnel management products. The need for further implementation of the government policy regarding the all-Ukrainian digitization program is noted, which encourages its active participants to transition to new realities of economic life and ensures the implementation of any personnel tasks, even in the absence of the opportunity to work offline and conduct document circulation on paper media. It has been found that one of the promising ways of further work of personnel units of both individual enterprises and the state as a whole during the war and in the post-war period is the increase of electronic document circulation, in particular through the use of innovative software products for personnel management.

ІННОВАЦІЇ У КАДРОВІЙ ПОЛІТИЦІ В УМОВАХ ПАНДЕМІЇ ТА ВІЙНИ

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Ключові слова:

інноваційні кадрові продукти,
електронний документообіг,
кадрова політика,
діджиталізація,
фрілансерська робота,
віддалений формат роботи

В статті досліджуються інновації, які активно впроваджуються HR-менеджментом у кадровій політиці підприємств. Особлива увага приділяється безпосередньо тим новаторським ідеям, що виникли та викликали неабияку цікавість саме під час введення обмежень через пандемію COVID-19 та стали неминучими у застосуванні під час воєнних дій. Зазначені причини зацікавленості нинішнього працездатного покоління у фрілансерській роботі та зростання попиту на віддалений формат роботи, що стало першочерговою причиною для впровадження змін у роботі кадрових служб. Проаналізовано динаміку ринку праці України, зокрема у кризові періоди, та визначено стабільну тенденцію до зростання рівня безробіття під час різних негараздів у країні. Розглянуто

вплив масштабної діджиталізації країни на трансформацію роботи кадровиків окремих підприємств та необхідність активного переходу до електронного документообігу у всіх сферах життя. Наведено приклади кращих інноваційних програмних продуктів для управління персоналом та їх функції. Доведено позитивний вплив результатів від впровадження програм, що забезпечують ефективне функціонування кадрових служб навіть під час вимушених обмежень пандемії та війни. Зосереджено увагу на низькій затребуваності інноваційних продуктів з боку HR-менеджменту, що викликано недостатньою обізнаністю у цій сфері та відсутністю освітніх програм, що розкривають сутність та важливість застосування зазначених вище продуктів кадрового управління. Зазначено необхідність подальшого впровадження урядової політики щодо загальноукраїнської програми діджиталізації, яка спонукає її активних учасників до переходу у нові реалії господарського життя та забезпечує реалізацію будь-яких кадрових завдань, навіть за умови відсутності можливості працювати в офлайн режимі та вести документообіг на паперових носіях. З'ясовано, що одним з перспективних шляхів подальшої роботи кадрових підрозділів як окремих підприємств, так і держави в цілому під час війни та у післявоєнний час є нарощування електронного документообігу, зокрема через застосування інноваційних програмних продуктів для управління персоналом.

Formulation of the problem

This research is very relevant for Ukrainian HR management, because innovative tools in the form of HR software are usually at the core of a company and play a crucial role in running a successful business, regardless of its size. In the conditions of crisis situations, such as a pandemic or military action, such research becomes especially relevant, because it is crisis situations that cause an active and stable increase in the level of unemployment in the country and an active migration outflow of the able-bodied population. Now, when many Ukrainian entrepreneurs are testing remote work with teams scattered across different regions of the country and other states, it has become very important to have a reliable HR tool within the company. Low awareness, insufficient awareness of Ukrainian HR management in this direction and lack of educational programs encourage further research, search and active implementation of the latest HR technologies.

Analysis of recent research and publications

Many domestic researchers take care of the issue of personnel policy as an object of research and a tool of strategic development, namely: M.D. Vinogradskyi, O.M. Shkapova, O. Andrus, V.V. Ivanchenko, O. Doronina. Peculiarities of the formation and implementation of effective personnel policy are defined in the works of Kapinos P., L.F. Shostak. Also, some researchers focus their attention on issues of innovative technologies in the field of personnel policy, namely: S.S. Tarasova, I.V. Zastrozhnikova, M.P. Denysenko. At the same time, it should be noted that new software products for personnel are being created and used in practice, but there are not enough scientific and educational programs on this issue. Developers of such products and bloggers usually pay attention to innovative products designed for HR professionals. Their publications contribute to the expansion of ideas about innovative HR products, the importance of the digitalization course developed and implemented by the Ukrainian authorities, which allows us to finally wish a farewell to the remnants of the paper Soviet past, technological backwardness and turn Ukraine into

a developed country with a high standard of living. Special attention in the study is paid to the expected acceleration of digitalization of Ukraine in the conditions of a full-scale invasion of the territory of Ukraine by the Russian Federation.

Formulation of goals

The purpose of the article is to investigate the impact of crisis events on the level of unemployment in Ukraine and to identify promising ways of digital transformation of personnel policy and the use of innovative products for personnel management in difficult war and post-war times.

Presentation of the main research material

The vulnerability of the economy as a whole and of each person in particular in the conditions of the 2019–2021 pandemic prompted the global business community to adapt the field of labor relations to new relationships, namely: radically change the main business processes, switch to a remote form of work, optimize and significantly reduce the number of employees. Forced vaccination caused resistance of the population and, in turn, led to a wave of voluntary dismissals and an active increase in the number of the working population willing to work without leaving home. A survey of Ukrainian freelancers showed that it was freelancing that helped them cope with the consequences of the pandemic better than those who had a traditional job [1], and 34% of the surveyed freelancers started their work specifically at the beginning of the pandemic. Analysis of the situation carried out by the American consulting company Edelman Intelligence back in 2020, showed that more than half of the US workforce will become freelancers in the next six years.

The full-scale war launched by Russia against Ukraine in February 2022 caused mass migration, mobilization and death of the working population. The majority of Ukrainians has lost the opportunity to work due to the destruction of the country's infrastructure, constant shelling of peaceful settlements, and were forced to massively switch to the online mode of work.

The remote format of work has become a new reality. Almost 90% of potential workers in the world prefer to

work remotely at least partially, and Ukrainians are forced to switch to remote work due to the war. Personnel policy from the point of view of motivational measures has undergone significant changes, because motivations such as career growth or improvement of professional qualifications have become secondary, and short-term financial advantages have gained primary importance, especially for the younger generation of the working population.

All this directly affected the work of personnel services, their perception of the application of the new toolkit of personnel policy. As a result of the pandemic and the war, HR transformation experts have become the most sought-after professions in the business environment, who must determine the priorities of companies from the point of view of the formation of a new staff of employees and the direction of personnel training. The personnel policy of Ukrainian enterprises began to be reoriented in order to satisfy the main demand of the working population – the maximum transition of business to the electronic format of work.

Analysis of the labor market of Ukraine during the crisis periods of 2008–2009 (financial crisis), 2013–2014 (the beginning of military events in the south and east of Ukraine), 2019–2021 (coronavirus pandemic) and the full-scale war in 2022 showed a stable upward trend unemployment rate

in the country. Only with regard to the officially employed population, according to the Ministry of Finance of Ukraine, each successive crisis added from 1.3% to 3% of the unemployed population (see Fig. 1). And the military crisis, according to NBU data as of July 2022, caused the unemployment rate in Ukraine to rise to a record 35% [2].

The number of the unemployed population shown in Fig. 1, calculated according to the ILO methodology, is significantly different from the number of officially registered unemployed people (see Fig. 2).

The level of officially registered unemployed population does not correspond to the actual state of affairs, because the Ukrainian personnel policy was not ready for an immediate transition to martial law both at the level of individual companies and at the state level. The question of keeping records of the unemployed or workers who were mobilized to the Armed Forces, temporarily resettled or those who emigrated remained unanswered for a long time due to the impossibility of documenting changes in the status of employed people on paper.

In view of the above, it can be stated that the strategy of digital transformation of Ukraine for the coming years, which was formed by the Cabinet of Ministers of Ukraine and actively implemented in all areas of the country’s life,

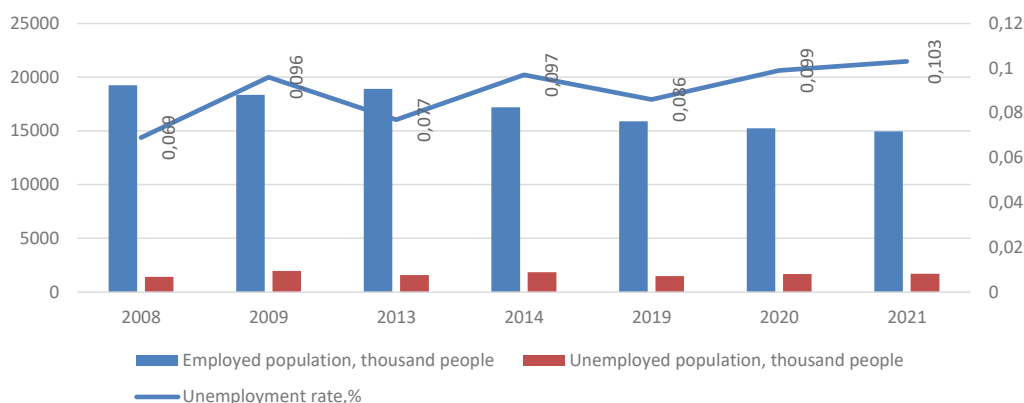


Fig. 1 – Unemployment rate in Ukraine during crisis periods

Source: compiled by the authors based on data [3]

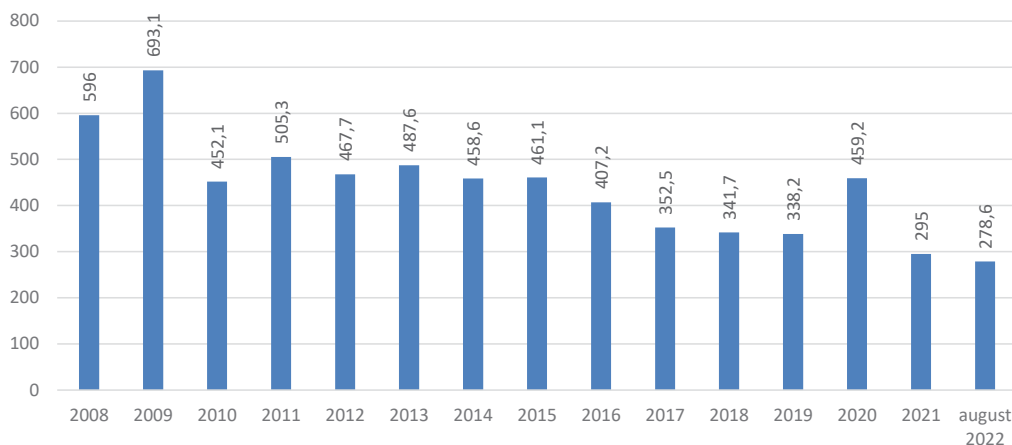


Fig. 2 – The number of officially registered unemployed in Ukraine, thousands of people

Source: compiled by the authors based on data [3]

was timely. The 94 projects approved by the government to build a digital state were supposed to be implemented within three years, but the war intensified the development processes of the IT industry, which achieved unprecedented results in 2022. The only industry that has withstood the adversities of the war and continues to actively develop in Ukraine is the IT industry. Export revenues from IT services of Ukraine for January-May 2022 amounted to 3.2 billion US dollars, which is 27% more than in the same period of 2021 [4].

Large-scale digitization of the country encourages top managers of Ukrainian business to transform companies from the inside in order to adapt to new external conditions. Ukrainian personnel officers have already joined the process of electronic document management and keep records of the length of service of workers and sick days in the form of electronic documents, and the analysis of the company’s personnel policy is partially implemented thanks to accounting programs (BAS). They are gradually starting to implement the latest personnel tools in the form of documents certified by electronic signatures and studying the principles of information systems for personnel management. The most common today’s programs for personnel management, which allow the employer and managers of the personnel department to more efficiently allocate their time and resources for the management and control of personnel issues, are shown in Table 1.

The use of the aforementioned innovative tools by human resource personnel of enterprises helps to implement any service related to the life cycle of an employee in the company: search, analysis and hiring of new employees, registration of leave, replacement, dismissal, obtaining additional wages and financial assistance, control of effective use working hours, career growth, etc. Some programs provide an opportunity to

automatically create a document that is electronically signed by the employee and approved by the employer, and subsequently all participants in the work process have the opportunity to monitor the status of the documents online. When choosing a software product, HR management should take into account the main thing – the compliance of the product with the company’s personnel management goals. An ideal tool should help company management with hiring, feedback and performance management. The developers of the above-mentioned software products offer additional services for their adaptation to the requirements of a specific enterprise and its strategic and tactical goals.

Conclusions

Global crises and crisis situations within the country cause an active and stable increase in the level of unemployment in Ukraine and an active migration outflow of the working population. The efforts of state policy and HR management of individual companies are aimed at solving this problem, the main tool of which is the digitalization of all processes and the transition to an online mode of operation.

The personnel policy of the state and each individual company needs adaptation to new conditions of existence in times of pandemic and war. Innovative tools for implementing such a transformation in the field of personnel management are available on the Ukrainian market, but they are not in sufficient demand from the HR management side. Maximum digitization of all personnel policy processes and the creation of favorable working conditions in wartime will stimulate the growth of the number of officially employed population, satisfy the requirements of the freelance generation, encourage the population of Ukraine to realize their talents in the Motherland and lead to a decrease in the unemployment rate in the country.

Table 1 – List of the best HR software products and their features in 2021

The name of programs for personnel management	Functions offered by personnel management programs
BambooHR	– employee training records; – self-service of employees; – self-service manager; – performance and compensation reviews; – reporting and calculation of wages; – status control and tracking of applicants; – information about the employee; – administration of benefits; – working hours and attendance, etc.
Able to work	
HR payroll system	
People	
Peopleforce	
Jazz HR	
Lanterns	
Salary	

Source: compiled by the authors based on data [5]

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