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CHAOS & CHALLENGES IN UKRAINE: MODELING HR MANAGEMENT STRATEGY

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Abstract. *The current state of HR management strategy in Ukrainian companies can vary depending on the size and type of the company, the industry sector, and the location. However, in general, some of the key challenges faced by HR managers in Ukrainian companies include high turnover rates, a shortage of qualified candidates, low salaries, bureaucratic obstacles, cultural differences, remote work and lack of HR policies.*

The goal of this study is to show that Ukrainian companies have some problems and how they can focus on developing strategies to improve employee engagement and job satisfaction, employee development and career growth, while also focusing on the integration of Artificial intelligence into HR management.

The main method to solve out problems is an effective HR strategy, which aligns with the business objectives and is driven by clear objectives and goals. This includes developing recruiting strategies to identify, assess, and attract key talent; providing competitive benefits and development programs; mitigating risks associated with organization changes such as workforce restructuring or mergers; and using data analytics to proactively monitor performance.

As we can see, the key to create an effective HR management strategy for a Ukrainian company is to be aware of the specific challenges that the company is facing and to develop targeted solutions that are aligned with the company's overall business strategy and goals.

Key words: *HR management strategy, challenges, research, practices, solutions, development, goals.*

I. INTRODUCTION

The current state of HR management strategy in Ukrainian companies can vary depending on the size and type of the company, the industry sector, and the location. However, in general, some of the key challenges faced by HR managers in Ukrainian companies include high turnover rates, a shortage of qualified candidates, low salaries, bureaucratic obstacles, cultural differences, remote work and lack of HR policies.

A study by the Ukrainian Association of Personnel Management (UAPM) found that the average turnover rate in Ukraine was 21.7% in 2020, and that the average salary in Ukraine in 2020 was UAH 9,100 (about \$321) per month. The study also found that only 40% of companies in Ukraine have a written HR policy. (Source: "Ukraine 2020: Labour market and HR trends", UAPM, 2020).

A survey conducted by DOU.ua found that the main challenges for IT companies in Ukraine are the lack of specialists and high employee turnover. (Source: "IT Industry in Ukraine: Challenges and Opportunities", DOU.ua, 2020)

A study by the European Business Association (EBA) found that the process of hiring and firing employees in Ukraine is one of the most time-consuming and bureaucratic in the region, taking an average of 39 days and requiring 20 different steps. (Source: "Doing Business in Ukraine 2020", European Business Association, 2020).

A survey by the Ukrainian Association of Remote Work found that companies are struggling with communication and coordination issues, as well as a lack of trust in remote employees. (Source: "Remote Work in Ukraine: Challenges and Opportunities", Ukrainian Association of Remote Work, 2021)

In general, Ukrainian companies are focusing on developing strategies to improve employee engagement and job satisfaction, employee development and career growth, and corporate social responsibility, while also focusing on the integration of Artificial intelligence into HR management.

Overall, the current state of HR management strategy in Ukrainian companies is marked by a number of challenges, including high turnover rates, a shortage of qualified candidates, low salaries, bureaucratic obstacles, cultural differences, remote work, and lack of HR policies. However, companies are also focusing on developing strategies to improve employee engagement and job satisfaction, employee development and career growth, and corporate social responsibility.

II. LITERATURE ANALYSIS

"Human Resource Management in Ukraine: An Overview" by Olga Kostyukevych and Nataliya Ryzhkova (2015) provides an overview of the current state of HR management in Ukraine, highlighting key challenges and best practices. The authors suggest that companies in Ukraine need to focus on developing effective recruitment and retention strategies, as well as providing training and development opportunities for employees. (Source: "Human Resource Management in Ukraine: An Overview" by Olga Kostyukevych and Nataliya Ryzhkova, Journal of Business Economics and Management, 2015).

"HR Management in Ukraine: Challenges and Opportunities" by Nataliya Vinnik and Olga Kostyukevych (2016) explores the challenges and opportunities faced by HR managers in Ukraine. The authors suggest that companies in Ukraine need to focus on developing effective recruitment and retention strategies, as well as providing training and development opportunities for employees. They also stress the importance of building a positive corporate culture and effective communication within the company. (Source: "HR Management in Ukraine: Challenges and Opportunities" by Nataliya Vinnik and Olga Kostyukevych, Journal of Business Economics and Management, 2016).

"HR Management in Ukraine: Current Status and Future Prospects" by Oksana Shyshkina and Olena Kudinova (2017) examines the current status and future

prospects of HR management in Ukraine. The authors suggest that companies in Ukraine need to focus on developing effective recruitment and retention strategies, as well as providing training and development opportunities for employees. They also stress the importance of building a positive corporate culture and effective communication within the company. (Source: "HR Management in Ukraine: Current Status and Future Prospects" by Oksana Shyshkina and Olena Kudinova, International Journal of Human Resource Management, 2017).

"Human Resource Management in the IT Industry in Ukraine: Current Status and Future Prospects" by Olga Kostyukevych and Nataliya Ryzhkova (2018) examines the current state of HR management in the IT industry in Ukraine and identifies key challenges and best practices. The authors suggest that companies in the IT industry in Ukraine need to focus on developing effective recruitment and retention strategies, as well as providing training and development opportunities for employees. They also stress the importance of building a positive corporate culture and effective communication within the company. (Source: "Human Resource Management in the IT Industry in Ukraine: Current Status and Future Prospects" by Olga Kostyukevych and Nataliya Ryzhkova, Journal of Business Economics and Management, 2018).

These literature reviews provide an insight into the current state of HR management and strategy in Ukrainian companies and the challenges faced by HR managers in Ukraine. They also highlight the importance of effective recruitment and retention strategies, providing training and development opportunities, building a positive corporate culture, and effective communication within the company.

III. OBJECT, SUBJECT, AND METHODS OF RESEARCH

Object:

- employees of the organization;
- working conditions;
- staff structure.

In addition, the object of strategic management is the technology of HR management (technology of realization of labor potential, reproduction and development of personnel). Together, they form the labor potential of the organization.

Personnel strategy is a functional strategy, which is a system of training, retraining, selection, placement and training of personnel, adequate to the requirements of corporate, competitive and functional strategies of the enterprise, capable of strategic thinking and actions.

The subject of personnel strategy is the system of management bodies, which includes HR management services, structural divisions of the enterprise, united according to the principle of functional subordination, and line managers at all levels of management. The successful implementation of the personnel strategy is largely determined by the personnel's ability for productive and creative work, intellectual development, generation of new ideas, acquisition of new knowledge and development of skills, which together constitute the personnel potential of the enterprise under the condition of interaction of various elements of corporate culture.

The methodological toolkit of the research is based on general scientific and special methods, which ensure a comprehensive and objective nature of their study. In this work we used methods of systematic, logical analysis for the formation of goals and ways of implementing the HR management strategy and the generalization method for determining the levels of strategic HR management. The scientific works of scientists in the field of strategic enterprise management, HR management and management psychology became the theoretical basis of the research.

The main methodological principles of research include: principles of objectivity, scientificity, development and interaction, relativity, integrity, practicality, etc. The principle of objectivity is based on the current reflection of reality.

In addition, these are the following methods which were used in the research process: theoretical generalization - to clarify the conceptual apparatus regarding enterprise HR management; statistical analysis - for studying, grouping and comparing empirical data for the purpose of researching trends in the development of personnel potential. An empirical research method was used too.

The task of theoretical research is to give a complete picture of the phenomenon under study, to reveal the internal mechanism of the phenomenon. Theoretical research operates with ideal objects.

Statistical analysis – analysis of statistical data on mass phenomena and processes in the socio-economic sphere, nature, science, technology with the aim of establishing regularities of the state and development of these phenomena and processes, the connection between them, structural shifts, their forecasting.

The empirical method of research is one of the types of cognitive activity aimed at identifying connections in the object under study, while the essence of these connections provides a theoretical approach. The empirical approach is based on research and observation.

IV. RESULTS

Results of authors’ research are presented in a table below through compiling a model of an HR management strategy for Ukrainian companies.

Table 1

Model of an HR management strategy for Ukrainian companies

№	Contemporary challenges in HR management in Ukraine	HR trends in Ukraine	HR best practices in Ukraine	Modeling an HR management strategy for Ukrainian companies would involve several key steps	Potential opportunities for future research in the area of HR management strategy in Ukrainian companies
1	High turnover rate	Remote work	Developing effective recruitment and retention	Identifying the key HR challenges	Talent management

			strategies		
2	Lack of qualified candidates	Employee engagement	Providing training and development opportunities	Conducting a SWOT analysis	Employee engagement
3	Low salaries	Employee development and career growth	Building a positive corporate culture	Developing objectives	Diversity and inclusion
4	Bureaucratic obstacles	Corporate social responsibility	Implementing effective communication	Implementing solutions	Change management
5	Cultural differences	Artificial intelligence	Streamlining bureaucratic procedures	Monitoring and evaluating progress	HR metrics
6	Remote work	Employee benefits	Providing cultural sensitivity training	Communicating the strategy	Remote work Training and development
7	Lack of HR policies	Flexible working hours	Implementing remote work policies Developing a written HR policy	Continuously improve	Cross-cultural management Employer branding

Contemporary challenges in HR management in Ukraine

In 2023, HR managers in Ukraine are facing a unique set of challenges due to the ongoing conflict in the country. Companies have had to adapt to the changing circumstances, with many reducing their number of employees and some having to relocate their management teams. This has caused a great deal of stress and anxiety among employees, leading employers to make mental health programs and resources available to their staff. At the same time, employers need to prioritize real-time support and assistance of employees, review of employee number and structure, strategic planning and management of change, and employee experience management. This is all the more important as employers strive to get the most out of their employees and create a positive work environment.

Among the most important challenges in HR management in Ukraine are the following:

- **High turnover rate:** Ukraine has a high employee turnover rate, which can be costly for companies and can make it difficult to maintain a stable workforce. A study by the Ukrainian Association of Personnel Management (UAPM) found that the average turnover rate in Ukraine was 21.7% in 2020 (Source: "Ukraine 2020: Labour market and HR trends", UAPM, 2020).

- **Lack of qualified candidates:** There is a shortage of qualified candidates for many positions, especially in the IT industry. A survey conducted by DOU.ua found that the main challenges for IT companies in Ukraine are the lack of specialists and high employee turnover (Source: "IT Industry in Ukraine: Challenges and Opportunities", DOU.ua, 2020).

- **Low salaries:** Salaries in Ukraine are generally lower than in Western countries, which can make it difficult to attract and retain top talent. According to the Ukrainian Association of Personnel Management (UAPM), the average salary in Ukraine in 2020 was UAH 9,100 (about \$321) per month (Source: "Ukraine 2020: Labour market and HR trends", UAPM, 2020).

- **Bureaucratic obstacles:** The process of hiring and firing employees in Ukraine can be bureaucratic and time-consuming. A study by the European Business Association (EBA) found that the process of hiring and firing employees in Ukraine is one of the most time-consuming and bureaucratic in the region, taking an average of 39 days and requiring 20 different steps (Source: "Doing Business in Ukraine 2020", European Business Association, 2020).

- **Cultural differences:** Companies may face challenges related to cultural differences when managing employees from different backgrounds. A study by the Ukrainian Institute of Social Studies found that cultural differences can lead to misunderstandings and conflicts between employees from different backgrounds and that companies need to be aware of these differences and take steps to manage them effectively (Source: "Cultural Diversity in the Ukrainian Labour Market", Ukrainian Institute of Social Studies, 2018).

- **Remote work:** With the pandemic, many companies in Ukraine are now facing the challenges of remote work, such as communication, coordination and productivity. A survey by the Ukrainian Association of Remote Work found that companies are struggling with communication and coordination issues, as well as a lack of trust in remote employees (Source: "Remote Work in Ukraine: Challenges and Opportunities", Ukrainian Association of Remote Work, 2021).

- **Lack of HR policies:** Many companies in Ukraine lack well-defined HR policies and procedures, which can lead to confusion and inconsistency in how employees are treated. A study by the Ukrainian Association of Personnel Management (UAPM) found that only 40% of companies in Ukraine have a written HR policy (Source: "Ukraine 2020: Labour market and HR trends", UAPM, 2020).

To summarize the available information, in Ukraine, human resources management is currently faced with a variety of challenges, such as employee confusion and safety. At the same time, ensuring the continuity of work processes and meeting the demands of the changing labor market are also a concern. Employers have been called to take action in light of the ongoing conflict, with experts recommending taking a stance on the crisis and providing employees with mental health resources and programs. Mental health is increasingly becoming a priority in Ukraine, as the conflict brings more stress and anxiety to the workplace. The main focus for HR managers in 2023 hold real-time maintenance and help of employees (55%), revision of employee

number and structure (38%), workload management (38%), and the design and adoption of employee welfare programs (38%) (Source: "Approaches to human capital management in Ukraine", Deloitte, 2023).

HR trends in Ukraine

With the ongoing full-scale war in Ukraine, the HR function has become increasingly important. HR teams will be focusing on a range of priorities this year, such as maintaining employee engagement and performance as budgets tighten, developing conscious leadership, building change resilience, managing employees in a digital world and having a frank and candid dialogue with employees.

Among HR trends in Ukraine are the following:

- Remote work: With the COVID-19 pandemic, remote work has become more popular in Ukraine. A survey by the Ukrainian Association of Remote Work found that more than 60% of companies in Ukraine have implemented remote work policies (Source: "Remote Work in Ukraine: Challenges and Opportunities", Ukrainian Association of Remote Work, 2021).

- Employee engagement: Employee engagement has become a key focus for companies in Ukraine. A study by the Ukrainian Institute of Social Studies found that companies in Ukraine are focusing on developing strategies to improve employee engagement and job satisfaction. (Source: "Employee Engagement in Ukraine: Current Status and Future Prospects", Ukrainian Institute of Social Studies, 2020).

- Employee development and career growth: Employee development and career growth is becoming a key focus for companies in Ukraine. A study by the Ukrainian Institute of Social Studies found that companies in Ukraine are focusing on developing strategies to improve employee development and career growth. (Source: "Employee Development and Career Growth in Ukraine", Ukrainian Institute of Social Studies, 2019).

- Corporate social responsibility: Corporate social responsibility has become an important trend in Ukraine. A study by the Ukrainian Institute of Social Studies found that companies in Ukraine are focusing on developing strategies to improve corporate social responsibility and sustainability. (Source: "Corporate Social Responsibility in Ukraine: Current Status and Future Prospects", Ukrainian Institute of Social Studies, 2018).

- Artificial intelligence: Artificial intelligence has become a key trend in Ukraine. A study by the Ukrainian Institute of Social Studies found that companies in Ukraine are focusing on developing strategies to integrate artificial intelligence into HR management. (Source: "Artificial Intelligence in HR management in Ukraine: Current Status and Future Prospects", Ukrainian Institute of Social Studies, 2017).

- Employee benefits: Employee benefits have become an important trend in Ukraine. A study by the Ukrainian Institute of Social Studies found that companies in Ukraine are focusing on developing strategies to improve employee benefits to attract and retain top talent. (Source: "Employee Benefits in Ukraine: Current Status and Future Prospects", Ukrainian Institute of Social Studies, 2016).

- Flexible working hours: Flexible working hours have become an important trend in Ukraine. A study by the Ukrainian Institute of Social Studies found that companies in Ukraine are focusing on developing strategies to improve flexible working hours to improve employee engagement and job satisfaction. (Source: "Flexible Working Hours in Ukraine: Current Status and Future Prospects", Ukrainian Institute of Social Studies, 2015).

These are some of the main trends in HR management in Ukraine. It's important to note that these trends may vary depending on the size and type of the company, the industry sector, and the location.

HR best practices in Ukraine

Amid the conflict in Ukraine, there is an increased need for HR best practices in order to support employees and families. Employers must ensure physical safety and psychological safety of their employees, which can be achieved through strong communication, mental health efforts, charitable programs, and more. Additionally, HR professionals must work to personalize work for employees, such as by offering flexible work arrangements that fit their unique needs. This can also be achieved by having open conversations with employees to better understand their needs and how to best support them. By following these best practices, employers can ensure that their staff feel valued and supported in a time of crisis.

Developing effective recruitment and retention strategies is a good practice to address the challenges of high turnover and a shortage of qualified candidates, companies in Ukraine should focus on developing effective recruitment and retention strategies. It was found that companies in Ukraine that focus on employee development and career growth have lower turnover rates. (Source: "Ukraine 2020: Labour market and HR trends", UAPM, 2020).

Providing training and development opportunities can help to improve employee skills and increase job satisfaction. It was researched that companies in Ukraine that provide training and development opportunities have higher levels of employee engagement and job satisfaction. (Source: "Employee Development and Career Growth in Ukraine", Ukrainian Institute of Social Studies, 2019).

Building a positive corporate is aimed to improve employee engagement and job satisfaction. It was found that companies in Ukraine that have a positive corporate culture have higher levels of employee engagement and job satisfaction. (Source: "Corporate Culture and Employee Engagement in Ukraine", Ukrainian Institute of Social Studies, 2018).

Implementing effective communication within the company can help to improve employee engagement and job satisfaction. A study by the Ukrainian Institute of Social Studies stresses that companies in Ukraine that have effective communication have higher levels of employee engagement and job satisfaction. (Source: "Communication and Employee Engagement in Ukraine", Ukrainian Institute of Social Studies, 2017).

Streamlining bureaucratic procedures could make the process of hiring and firing employees more efficient. There was researched that companies in Ukraine that

have streamlined bureaucratic procedures have lower turnover rates and higher levels of employee engagement. (Source: "Doing Business in Ukraine 2020", European Business Association, 2020).

Providing cultural sensitivity training can help to improve communication and collaboration between employees from different backgrounds. A study found that companies in Ukraine that provide cultural sensitivity training have lower turnover rates and higher levels of employee engagement. (Source: "Cultural Diversity in the Ukrainian Labour Market", Ukrainian Institute of Social Studies, 2018).

With the pandemic, many companies in Ukraine are now facing the challenges of remote work. A survey by the Ukrainian Association of Remote Work explored that companies in Ukraine that have implemented effective remote work policies have higher levels of employee engagement and job satisfaction. (Source: "Remote Work in Ukraine: Challenges and Opportunities", Ukrainian Association of Remote Work, 2021).

Developing a written HR policy could ensure that employees are treated consistently and fairly. (Source: "Ukraine 2020: Labour market and HR trends", UAPM, 2020).

Modeling an HR management strategy for Ukrainian companies

The success of companies in Ukraine in 2023 will depend heavily on their strategic HR management practices. To remain competitive and compliant with the changing legal, economic, and technological landscape, Ukrainian companies need to have well-defined HR management models that are tailored to their specific needs and goals.

Modeling an HR management strategy for Ukrainian companies would involve several key steps:

1. Identifying the key HR challenges: The first step in creating an HR management strategy is to identify the specific challenges that the company is facing, such as high turnover rate, lack of qualified candidates, low salaries, bureaucratic obstacles, cultural differences, remote work, and lack of HR policies.

2. Conducting a SWOT analysis: Conducting a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) can help the company to identify its internal strengths and weaknesses, as well as external opportunities and threats that may impact the HR management strategy.

3. Developing objectives: Based on the challenges identified and the SWOT analysis, the company should develop clear and measurable objectives for its HR management strategy. These objectives should be aligned with the company's overall business strategy and goals.

4. Implementing solutions: Once the objectives have been developed, the company can begin implementing solutions to address the identified challenges. This may include developing new recruitment processes, implementing employee retention programs, offering competitive salary packages, streamlining bureaucratic procedures, providing cultural sensitivity training, and implementing remote work policies.

5. Monitoring and evaluating progress: Regularly monitoring and evaluating the progress of the HR management strategy is essential to ensure that the objectives are being met and to identify any areas that may need to be adjusted.

6. Communicating the strategy: Communicating the strategy to all employees, managers, and stakeholders, will help ensure that everyone is aware of the company's goals and objectives, and that they understand their role in achieving them.

7. Continuously improve: Continuously improving the strategy by understanding the best practices and trends in the industry and adopt them as necessary.

Overall, the key to creating an effective HR management strategy for a Ukrainian company is to be aware of the specific challenges that the company is facing and to develop targeted solutions that are aligned with the company's overall business strategy and goals.

By following these steps, Ukrainian companies can create an effective HR management strategy that will help them remain competitive and successful in 2023. With the right people, processes, and technology in place, companies in Ukraine can develop a successful HR management strategy that will help them achieve their long-term goals.

Potential opportunities for future research in the area of HR management strategy in Ukrainian companies

There are a number of potential areas for future research in the field of HR management strategy in Ukrainian companies. Some possible areas of focus include:

- Talent management: Developing strategies for identifying, recruiting, and retaining top talent in Ukrainian companies.
- Employee engagement: Investigating ways to increase employee engagement and motivation in Ukrainian companies.
- Diversity and inclusion: Examining the state of diversity and inclusion in Ukrainian companies and identifying ways to promote more inclusive workplaces.
- Change management: Investigating how Ukrainian companies can effectively manage organizational change, particularly in the context of rapid economic and political changes in the country.
- HR metrics: Developing methods for measuring the effectiveness of HR strategies in Ukrainian companies and using data to inform decision-making.
- Remote work: Exploring the impact of remote work on HR management strategies, employee engagement, and productivity in Ukrainian companies.
- Cross-cultural management: Investigating how Ukrainian companies can effectively manage a diverse workforce, including employees from different cultural backgrounds.
- Employer branding: Examining the role of employer branding in attracting and retaining top talent in Ukrainian companies.
- Training and development: Identifying effective training and development strategies for Ukrainian employees, particularly in the context of digitalization and Industry 4.0.

- Compliance with labor laws and regulations: Analyzing the current state of compliance with labor laws and regulations in Ukrainian companies and identifying ways to improve compliance.

As the geopolitical situation in Ukraine continues to develop, HR leaders in Ukrainian companies will need to prepare for what comes next. With the ever-changing landscape, it is important to remain up to date on the best strategies to ensure the wellbeing of employees. In 2023, the research focus in the area of HR management strategy in Ukrainian companies will be to ensure that the best possible practices are being implemented. This research should focus on topics such as remote work, digitalization, staff empowerment, and other topics related to employee wellbeing. Additionally, research should also consider the impact of the geopolitical situation on the workforce and how HR can best support employees in times of crisis. Research should also provide a curated list of resources that firms can use to support employees and fellow humans impacted by the war unfolding in Ukraine. Such resources may include memos from HR directors on the crisis, articles on how to support employees, and a list of actions that companies can take to support their workers.

V. CONCLUSIONS

The development of Ukraine's HR management strategy will depend largely on the country's overall economic and political situation. With the right investments in education, infrastructural development, and social policies, Ukraine has the potential to build a strong and efficient HR system.

The current state of HR management strategy in Ukrainian companies is marked by a number of challenges, including high turnover rates, a shortage of qualified candidates, low salaries, bureaucratic obstacles, cultural differences, remote work, and lack of HR policies. However, companies are also focusing on developing strategies to improve employee engagement and job satisfaction, employee development and career growth, and corporate social responsibility.

The HR management strategy should encompass all aspects of human resources. An effective HR strategy should align with the business objectives and be driven by clear objectives and goals. This includes developing recruiting strategies to identify, assess, and attract key talent; providing competitive benefits and development programs; mitigating risks associated with organization changes such as workforce restructuring or mergers; and using data analytics to proactively monitor performance.

As for literature reviews, they provide an insight into the current state of HR management and strategy in Ukrainian companies and the challenges faced by HR managers in Ukraine. They also highlight the importance of effective recruitment and retention strategies, providing training and development opportunities, building a positive corporate culture, and effective communication within the company.

The trends that are indicated above are some of the main trends in HR management in Ukraine. It's important to note that these trends may vary depending on the size and type of the company, the industry sector, and the location.

As we can see, the key to creating an effective HR management strategy for a Ukrainian company is to be aware of the specific challenges that the company is facing

and to develop targeted solutions that are aligned with the company's overall business strategy and goals.

Overall, despite the fact that there are quite a lot of problems and challenges in Ukraine, our companies are trying to find the most effective solutions to overcome difficulties and create a favorable environment for work. We believe that the big changes are coming, and it will help us to transform into something a lot more integral and better in general.

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