

# **PROBLEMS OF MANAGEMENT AND MARKETING IN THE CONTEXT OF GLOBALIZATION**

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## **FEASIBILITY AND PREREQUISITES OF IMPLEMENTATION OF MODERN PERSONNEL RECRUITMENT TECHNOLOGIES IN UKRAINE**

In modern realities, the main condition for ensuring the development of the state is the maximum satisfaction of a wide range of various business services. Personnel recruitment belongs to the ever-growing list of them. Recruiting personnel is a relatively new type of business activity that was finally formed in Western Europe approximately at the beginning of the 19th century. The first agencies appeared only in the fifties of the 20th century in the USA, initially as structural units of auditing and consulting companies. In Ukraine, personnel recruiting as a type of entrepreneurial activity was formed relatively recently – only at the beginning of the 90s of the 20th century.

Recruiting (derived from the French word "recruit") is the selection of personnel for the staff of an organization on its order. A recruiting agency is an intermediary in the labor market, an organization that provides services to employers in the search and selection of personnel, as well as a range of other additional services. Recruiting is resistant to socio-economic changes and develops both in times of prosperity and in periods of crisis, decline, and decline. It is an important element of the infrastructure of the labor market, the task of which includes promoting employment, strengthening career orientation measures, training and retraining of personnel, etc. [4, p. 77; 6, p. 71; 7, p. 297].

Therefore, personnel recruitment should be understood as a purposeful, coordinated process, which involves the implementation of a set of measures aimed at filling a specific vacant position by recruiting, selecting and attracting candidates who best meet the criteria determined by the management of the organization based on a combination of professional qualifications and personal characteristics [3].

Any modern entrepreneurial entity needs constant internal movement, renewal and replenishment of its personnel from the outside. From the beginning of creation and throughout the entire life cycle, there is a movement of personnel in the organization. In particular, additional employees are recruited, staff rotation is carried out, the movement of employees by position, etc. Most of the specified processes are controlled and consist in a targeted search and selection of personnel – in personnel recruitment.

Today, among the main recruiting services on the market, there are [1–2; 8, p. 115]: Classic recruiting – search and selection for positions of middle managers, specialists and office workers; Mass recruiting is a personnel selection technology used for simultaneous mass filling of the same type of vacancies in a short period of time; Executive Search – search and selection for senior management positions and positions of leading specialists of the organization; Headhunting – search and selection with confidentiality for top management positions of the best specialists with defined professional skills; Outplacement – services related to the employment of personnel released from the customer's company within the stipulated time and under the specified conditions; Personal-leasing – services related to the lease of employees for a certain period and conditions, who are in labor relations with a recruitment agency; Preliminary – a strategy of attracting young promising specialists even during their studies under the conditions of industrial practice or internship; Graduate recruitment – search and selection of graduates of higher education institutions, i.e. entry-level specialists without work experience; Screening is a quick selection of applicants for the least qualified positions on formal grounds, by filtering the entire mass of resumes provided by the recruitment agency by the customer organization itself; Digital recruiting is the search and selection of personnel using modern digital technologies; Referral recruiting is the search and selection of personnel based on information received from colleagues, acquaintances, friends, etc.; "Boomerang-recruiting" – search for applicants among former employees of the organization and other types of recruiting services.

The main recruiting trend in 2022 was the use of creative methods of searching for candidates to fill vacant positions, which included [9]: active use of internal recruitment along with external in order to identify specialists within the organization; demonstration of Employee Experience on the company's career pages; use of text recruiting for faster communication with the candidate; review of candidates who were not accepted the first time, but made it to the final rounds of selection; use of targeted advertising in social networks; building partnerships with institutions of higher education and online schools; creation of so-called "boomerang programs" for hiring former

employees; recruiting with an emphasis on Soft Skills; automation and digitization of recruiting processes; screening of candidates with the help of artificial intelligence, etc.

At the same time, new priorities for recruiters have become [9]: improving the quality of personnel hiring; reducing the closing time of vacancies; increase in employee retention rate; increasing the talent pool; restoration of effective recruiting methods and relevant technologies; strengthening of corporate culture.

It should be noted that modern personnel recruiting has the following trends and prospects for further development [4, p. 82; 7, p. 297]: the role of job advertisements on job portals and corporate websites is steadily decreasing; the initial search for a candidate is simplified due to the active development of social networks; inefficient sources of candidate search are relegated to the background; limited resources for staff recruitment are increasing every year; the problem of the shortage of highly qualified recruiters is worsening; the scale of application of new highly effective personnel recruitment technologies is insufficient, etc.

In order to increase the efficiency of recruiting activities, among other things, it is advisable to focus special attention on the need for comprehensive digitalization of both personnel recruitment, in particular through the introduction of modern HRM systems, and on the urgent digital transformation of personnel recruitment and selection processes in general. Because the use of outdated, archaic methods has an extremely negative impact on the effectiveness and efficiency of both the recruiting agency and the client organization. We note that the most common digital technologies used in the field of personnel recruitment today are the following: artificial intelligence, chat bot, gamification, augmented and virtual reality, virtual search and recruitment, various mobile applications, etc. [5, p. 95; 7, p. 297–298].

The realities of today require recruiting agencies to use the latest highly effective technologies, which involve improving the technology of candidate evaluation, interviewing techniques, as well as the use of a full array of data on candidates to fill vacancies. This, in turn, will contribute to the improvement of the quality of the provided services, the growth of the professionalism of recruiters, the expansion of the list of provided services, and, therefore, the effective operation and successful development of the specified field of activity.

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