

MANAGEMENT

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FEATURES AND PROSPECTS OF APPLICATION OF MODERN HR TECHNOLOGIES BY AGRICULTURAL ENTERPRISES

The extremely complex transformational processes taking place in the agricultural sector of Ukraine necessitate the activation and maximum concentration of efforts of enterprises in this sector in order to find and apply methods of increasing the efficiency of management in order to achieve significant competitive advantages in target markets, especially in foreign ones, corresponding to modern realities and challenges. Considering this, the question of ensuring the effectiveness of personnel management through the complex application of modern HR technologies becomes important [3].

Steady reduction of the total number and decrease in the level of professional training of employees of agricultural enterprises, in particular in connection with the deterioration of the demographic situation in rural areas, as well as the low level of wages compared to other sectors of the national economy, the lack of modern highly effective approaches and mechanisms for personnel development, its significant turnover are only some of the whole list of extremely relevant problematic aspects, which indicate a very insufficient attention to the personnel management process.

The modern practice of personnel management is characterized by numerous theoretical and applied developments in the formation, functioning and development of personnel management systems. At the same time, the potential of traditionally used methods, methods and tools is almost completely exhausted today, therefore the search for ways to increase the efficiency of the use of employees is shifting to the plane of development of innovative HR technologies [5].

In the information society and in the conditions of the development of the knowledge economy, personnel become not only a strategic resource, but also an important factor in the formation of competitive advantages of the enterprise, as a result, becoming one of the key objects of management [4]. It should be noted that modern highly effective management systems should

be characterized by the active use of new approaches, taking into account external and internal factors, strategic orientation. Their task is to create the most comfortable conditions for the formation and implementation of a powerful labor potential, which, according to quantitative and qualitative characteristics, should correspond to the strategic goals of the enterprise [5].

It is also necessary to pay attention to the fact that the digitization of society and the rapid development of digital technologies are largely reflected in the personnel management system. Digitalization made it possible to increase the efficiency of personnel management based on ensuring the completeness, efficiency, comprehensiveness, systematicity and reliability of information necessary for making personnel decisions, as well as expanding the possibilities for its accumulation, storage and processing [1].

The main goal of management HR technologies is to optimize and increase the effectiveness of the management process in relation to personnel work, which is achieved by finding and applying more effective personnel management methods that contribute to the rationalization of the process by eliminating certain types of activities or operations to achieve the set goal and solve management tasks. It is HR technologies that make it possible to significantly minimize the costs of personnel management, which contributes to increasing the efficiency of its use [5].

The role of modern HR technologies is of particular importance in the formation and optimization of the labor potential of the enterprise. Among the most relevant HR technologies, it is worth noting personnel management systems (HRM), personnel analytics, the use of artificial intelligence in recruiting and training, as well as other tools aimed at improving conditions, increasing productivity and quality of work, as well as meeting the needs of employees as fully as possible. One of the key directions of modern HR technologies is the improvement of recruitment and selection processes. Thanks to the use of analytics and artificial intelligence, companies are able to effectively select exactly those candidates whose individual profile meets the requirements of a certain position. This helps to reduce time, reduce effort and save resources for the search of qualified employees and increase the quality of hiring.

In addition, HR technologies affect the effectiveness of training and development management. The introduction of electronic learning platforms, various online courses and automated training tracking systems allows enterprises to create individual development programs for each employee, taking into account their needs and ambitions, which contributes to the constant improvement of staff qualifications and their adaptation to changes in the changing business environment.

It should be noted that there are several main problems and obstacles that may arise during the implementation of modern HR technologies [1–2]:

- insufficient professional training of personnel and lack of experience in using new technologies, which can lead to employee resistance to changes and ineffective use of systems management;

- sufficiently large costs for the implementation and maintenance of modern technologies;

- risks of data privacy and security issues; the complexity or complete impossibility of integrating new technologies with the company's existing personnel management systems;

- lack of adaptability of technology to the unique needs and conditions of a specific organization, which can complicate implementation and adaptation to changes;

- the problem of employee resistance to the introduction of new technologies, which is solved, in particular, by effective training aimed at reducing resistance;

- the introduction of modern HR technologies may require a structural change in corporate culture, in order to ensure the promotion of open communication, learning and innovation;

- some technologies and software solutions can lead to the loss of team spirit and the deterioration of the moral and psychological climate in the team, which makes it necessary to create tools and implement processes that would support communication interaction at the required level;

- excessive dependence on technology can lead to the deterioration of many human aspects of personnel management, such as motivation, creativity, development, etc., which requires ensuring a balance between technology and the human factor;

- rapid changes in today's business environment may require regular technology upgrades, and insufficient adaptation may result in loss of competitiveness and effectiveness of HR management.

In addition, the introduction of modern HR technologies at enterprises in the agricultural sector takes place in special conditions due to the specifics of the industry. The main features of the implementation of HR technologies at agricultural enterprises include: seasonality and cyclical nature of work, which affects the need for labor and the organization of working hours; a wide range of jobs and skills of employees; high staff mobility and, very often, remote work locations; dependence of the work schedule and production processes on natural and climatic conditions; a large amount of physical work, which requires constant monitoring and optimization of work processes; the need to observe high standards of quality and labor safety, etc. Considering these features, the implementation of HR technologies at agricultural enterprises should be purposeful, flexible and take into account the specific needs and challenges of this industry.

Therefore, modern personnel technologies play a very important role in the formation of the labor potential of the enterprise, ensuring effective hiring, personnel development and increasing the overall productivity and quality of work, which allows enterprises to adapt to changes and ensure competitiveness in the modern business environment.

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