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DIGITALIZATION OF BUSINESS PROCESSES IN PERSONNEL MANAGEMENT FOR THE DEVELOPMENT OF THE ENTERPRISE'S HUMAN RESOURCE POTENTIAL

The article methodologically utilized a systematic review of scientific literature from leading academic databases, which indicates that the digitalization of business processes in enterprise personnel management forms the basis for the impact of digital HRM on organizational effectiveness and companies' sustainable development. The digitalization of HR processes, as a comprehensive transformation, includes the automation of routine tasks, the implementation of digital systems, the development of digital competencies, and new approaches to personnel management and human resource potential development. The use of artificial intelligence, Big Data analytics, online platforms, and gamification increases the efficiency of recruiting, training, evaluation, and communication, and enhances employee motivation and engagement. Digital transformation encompasses changes in corporate culture, the formation of agile teams, leadership development, and adaptation to rapid market changes. It allows for attracting and retaining talent, increasing company productivity and competitiveness, while simultaneously supporting sustainable development strategies and effective HR work in a dynamic environment. In 2025, technology, AI, and changes in the workforce structure are radically impacting HR. Key trends identified include: adapting to AI, overcoming the skills gap, the role of "blue" and "new-collar" workers, as well as accounting for demographic and social changes. Successful companies combine technology with humanity, increasing the flexibility, engagement, and resilience of teams. An algorithm for the digitalization of a company's HR processes and a characterization of existing HRMs across different models, their advantages, and disadvantages are proposed for companies to apply. Quantitative assessment of HR process digitalization was researched, which can be conducted using digital maturity models (Deloitte, PwC, KPMG), checks on HRIS/HCM effectiveness, digitalization KPIs, the level of HR technology use, HR analytics, the Balanced Scorecard, and the HR Digital Index. These approaches will allow enterprise management to determine the level of automation, system integration, employee engagement, data utilization, and digital culture development, providing a comprehensive assessment of the effectiveness of HR's digital transformation.

Keywords: digitalization, business processes, HR processes, transformation, human resource potential, enterprise, HRM, assessment.

Problem statement. The digitalization of business processes in personnel management represents a transition to modern digital technologies for personnel management and the entire corporate culture of companies, from hiring employees to training and evaluating performance results. It requires companies to have a strategic vision, develop employees' digital competencies, and be ready for constant changes, which will contribute to the development of enterprises' human resource potential. The use of modern technologies – artificial intelligence, Big Data, cloud solutions, VR / AR, and online platforms – makes it possible to increase efficiency, reduce costs, strengthen the team, and lower staff turnover. The practical experience of Ukrainian and international companies confirms that the

digitalization of HR processes is becoming a factor in competitiveness, innovation, and long-term business development. Therefore, the research of methodical approaches to the digitalization of business processes in personnel management for the development of enterprises' human resource potential is relevant when considering the conditions of further digitalization and transformational changes.

Analysis of recent research and publications.

As the analysis of recent scientific publications shows, the digitalization of business processes in enterprise personnel management is a relevant and in-demand topic for research. The following scholars have dedicated their scientific works to this problem: L. Burdonos., V. Vynohradnia, S. Veraksich [1], Y. Vozniuk and P. Pererva [2],

O. Diakiv, D. Shushpanov, S. Rokhorovska and others [3], O. Kravchuk, I. Varis, K. Rubel [4], N. O. Litorovych [5], Liubomudrova, I. Yamshechykov [6] and others. Foreign scientists Adiazmil, A. S., Rosman, M. M., Ibrahim, N. [7], Amany, S. [8], Firayani, F. [9], Sahroni, A., & Susana, N. [10] in their research form the basis for further studies on the impact of digital HRM on organizational effectiveness and the sustainable development of companies.

According to L. Burdonos, V. Vynohradnia, S. Veraksich, effective digitalization of business processes in personnel management requires a manager-leader who possesses knowledge of management information and selects a reliable and convenient HRM [1]. Top management may face setup problems, therefore enterprises need to strengthen departments with appropriate IT specialists to manage information systems and resources. They must have competencies in various areas of the enterprise's operation – planning, marketing, HR – and be ready to respond to rapid changes.

Vozniuk Y. and Pererva P. note that the digitalization of HR processes includes the use of digital systems (SAP SuccessFactors, Workday, BambooHR) to automate document flow, time tracking, and the calculation of salaries and bonuses [2]. Electronic services reduce paperwork, speed up information processing, and lower the risk of errors. Artificial intelligence optimizes recruiting by analyzing large datasets and predicting candidate success. Online platforms (Coursera, Udemy, LinkedIn Learning), as well as AR / VR, make training personalized, accessible, and more effective. Big Data and analytical tools help evaluate productivity, KPIs, and employee satisfaction levels, while gamification and corporate applications increase motivation and engagement. The optimization of HR processes directly impacts the company's economic potential, its competitiveness, and its ability to scale. The practical experience of startups, small, medium, and large businesses (Time is Brain, Grasshopper Air Mobility, Pexapark, BrewDog, Klevu, Patagonia, Unilever, Starbucks) confirms the effectiveness of digitalization in the field of personnel management.

Diakiv O., Shushpanov D., Rokhorovska S. and others believe that a company's effectiveness after digital transformation is based on key components: digital personnel, who possess digital skills and form a new corporate culture; digital teams, which ensure agile management; digital learning, aimed at developing competencies and readiness for change; digital culture, which stimulates innovation; digital adaptation, which ensures a rapid response to

market changes; digital talents, who promote innovation; and digital values, which reflect new opportunities and challenges in the context of technological progress [3]. Personnel management in the digital economy involves developing digital competencies, applying flexible forms of employment, automating HR processes, and implementing new management tools. The main elements of the system become the digital workforce, the digital workplace, digital leadership, digital engagement, communications, and the operating model. These changes ensure the optimization of business processes, increased efficiency, and adaptation to a dynamic environment.

Scientists O. Kravchuk, I. Varis, and K. Rubel note that in Ukrainian practice, the terms “digitalization” and “digital transformation” are often used synonymously, however, most scientists emphasize the second concept [4]. Digital transformation is viewed as a systemic process that involves not only technical changes but also new approaches to management, the transformation of business models, and corporate culture. Its essence lies in the comprehensive implementation of technologies that ensure adaptation to the market and the long-term development of companies. HR digitalization allows for the automation of routine tasks and increases the efficiency of personnel management. Modern technologies are applied in all areas of HR – from recruiting and onboarding to training, development, assessment, and analytics. The main market trends are: the use of artificial intelligence and machine learning, process automation, data analytics, chatbots and virtual assistants, VR / AR in training, gamification, cloud technologies, integration with social networks, and 24/7 recruiting. Digital HR combines social networks, mobile applications, analytics, and cloud solutions, which ensures process optimization, cost reduction, and increased speed and mobility. The integration of digital tools contributes to employee attraction and retention, talent development, and the company's long-term success.

In the work of Litorovych O., it is emphasized that digitalization requires the transformation of production processes and ways of using resources to increase competitiveness [5]. Enterprises must define their organizational identity, form a vision, and adaptive management strategies. This is not just the implementation of software, but also a change in management approaches. Managers must modernize work methods, quickly adapt personnel to changes, and apply new management tools for the effective use of time and resources.

Research by N. Liubomudrova, I. Yamshchykov showed that the digitalization of HRM goes beyond the automation of routine tasks and is a comprehensive management transformation that forms new approaches to interacting with personnel, developing potential, and strengthening teams. The use of artificial intelligence, Big Data, employee experience management systems, and career development platforms significantly increases engagement, which reduces staff turnover [6]. Conversely, insufficient digitalization or its ineffective implementation leads to increased costs and a loss of personnel stability. Recommendations for international companies are proposed: implement HR analytics for the early detection of turnover risks; develop feedback platforms and employee experience assessments; create personalized career growth trajectories; integrate AI-based solutions for predicting changes in personnel satisfaction and developing proactive retention measures.

A similar point of view is shared by the research of foreign scientists, in particular, Adiazmil, A. S., Rosman, M. M., Ibrahim, N., who point to the importance of deep technology integration, the involvement of key stakeholders, and the development of employee competencies and leadership as determining factors for effective HR planning [7]. Companies that align their personnel management strategies with sustainable development goals achieve more positive results. At the same time, implementation challenges are emphasized – resistance to change, technological uncertainty, and the difficulty of forecasting future skill needs.

Without implementing digital tools, notes Amany, S., companies risk losing their market positions [8]. There is an urgent need for research that develops effective approaches to implementing digital HR systems that increase productivity and the quality of personnel management.

The scientist Firayani, F. analyzes effective HRM strategies that focus on developing digital competencies, using data analytics in decision-making, ensuring work flexibility, and fostering a culture of innovation and virtual collaboration. The HRM function is shifting from administrative to strategic, playing a key role in the organization's transformation [9]. Therefore, Firayani, F. concludes that a digital HRM strategy must be contextual, data-driven, and oriented towards sustainable development.

The results of Sahroni, A., & Susana, N.'s work show that digital transformation requires HR specialists to have new competencies in analytics, technology, and strategic management [10]. The

research forms a holistic conceptual framework that defines the main dimensions of digital transformation's impact on HRM and offers practical guidelines for specialists and scientists, emphasizing the need for adaptive policies and a culture of innovation.

Summarizing the above, it becomes evident that the digitalization of business processes in personnel management is a comprehensive transformation that requires the formation of new methodical approaches to ensure the automation of recruiting, training, evaluation, and communication, the development of digital competencies, and flexible management of human resource potential in conditions of readiness for unforeseen changes.

Objectives of the study. The aim of the article is: 1) to conduct a review of the scientific literature on the issue of digitalization of business processes in enterprise personnel management; 2) to summarize trends in personnel management development related to the application of artificial intelligence; 3) to develop approaches to digitalization in enterprise personnel management: an algorithm, the application of HRM, approaches for assessing the level of HR process digitalization, etc.

Presentation of the main material. The year 2025 has become a period of large-scale transformations in the world of work, where technology, artificial intelligence, and changes in the workforce structure will radically influence people management. According to the AIHR HR Trends Report 2025, the key trends will be technological transformation, adaptation to AI, overcoming the skills gap, and the increasing role of “blue-collar” and “new-collar” workers [11–12]. At the same time, companies must consider demographic and social changes: the increase in the number of “silver workers,” the slowdown in gender progress, and increased anxiety among employees. At the center of success are flexibility and the strategic integration of HR into business processes.

Organizations that manage to combine technological innovations with humanity will win in the competitive struggle, ensuring growth, engagement, and team resilience in conditions of continuous change. The digitalization of business processes in personnel management is a comprehensive transformation that combines the implementation of technologies with a change in management approaches and an update of the requirements for the development of the enterprise's human resource potential.

In 2025, the development of human resource potential is closely linked to the implementation of artificial intelligence in personnel management.

The combination of human capital and digital technologies is forming a new model of HR specialists, where the main resource becomes not only the competence of employees, but also the ability to learn quickly, adapt, and use data for decision-making. Thus, the main goals of HR departments remain unchanged: to attract talented employees, and maintain their loyalty, engagement, and satisfaction. HR professionals are becoming innovators, experimenting with new models of performance management, training, recruiting, and motivation, etc.

For a company, it is important to apply the algorithm for the digitalization of the company's HR processes, presented in table 1.

Digitalization has accelerated the development of business processes in HR, prompting the use of bots, social networks, mobile applications, and comprehensive HRM systems that automate the entire employee life cycle – from time tracking, salaries, and leave to adaptation, development, and career growth. Among the most common systems are SAP HCM, Oracle HCM, Dynamics 365 HR, Workable, Hurma, PeopleForce, BambooHR, Zoho People, BAS ERP.

Business success depends on qualified and motivated employees, so the development of digital skills in HR is key. Digitalization improves communication and collaboration through electronic tools and corporate platforms. To assess how well a company has digitized its HR processes, it is important to understand the overall level of digital maturity, best done by using international models (Deloitte, PwC, KPMG) that show the stage of development the HR department is currently at. When faced with the task of checking how effectively an HRM system works, it is appropriate to use methods for evaluating these platforms: they show which processes are covered, how quickly data is processed, and whether there is integration with other business systems (table 2).

To obtain concrete results in numbers, the company can use KPIs: for example, how much time is spent on hiring, what share of processes is automated, or whether employees are satisfied with digital tools. To obtain data on whether employees are using digital HR services, the Adoption Rate methodology can be applied, which shows to what extent technologies have become part of daily work and have not just remained 'on paper'.

If the company aims to build data-driven management, it is important to assess the level of HR analytics – whether it is limited only to basic statistics, or if it already predicts and suggests solutions. When digitalization needs to be linked to the company's overall strategy, it is appropriate to use the Balanced Scorecard approach, which evaluates not only internal processes, but also financial benefits, employee satisfaction, and development prospects.

And for those organizations that want to compare themselves with other companies or an entire industry, the HR Digital Index is best suited – it forms a generalized indicator of digital maturity.

In fact, the ideal solution is a combination of several techniques: for example, use a digital maturity model to see the real state in general; KPI – to get specific numbers; and Adoption Rate – to understand the level of perception of new technologies by the company's employees.

Let's take a closer look at the methodological approaches by which companies assess the level of digitalization of HR processes and areas that require additional development. The main ones are as follows [11–12]:

1. HR Digital Maturity Models, such as the Deloitte Digital HR Maturity Model, PwC HR Tech Maturity Model, KPMG Digital Maturity, are used. The models show what level the company is at – from basic to transformational. Assessment criteria include: process automation,

Table 1

Algorithm for the digitalization of the company's HR processes

№	Step	Actions and expected result
1	Needs Analysis	Identifying “weak” spots in HR processes: recruiting, adaptation, training, etc. A clear understanding of what exactly needs to be automated.
2	Tool Selection	Choosing an HR system, platform, analytics. The right technologies for specific tasks.
3	Pilot Launch	Testing on one team or process. Verifying effectiveness without major risks.
4	Personnel Training	Explaining to HR managers and employees how to use the new services. The ability to work with new tools.
5	Scaling	Extending digital solutions to all departments and processes. System-wide consistency and efficiency.
6	Monitoring and Improvement	Tracking results, feedback, adding new functions. Continuous improvement of the company's HR processes.

Summarized by the authors [1–10]

Table 2

HRM characteristics: advantages and disadvantages

№	HRM Model	Main characteristics, advantages, and disadvantages
1	Administrative (personnel records management)	Document flow, personnel records, salary, labor discipline. (+) Simplicity, clear processes, control. (-) Minimal personnel development, HR does not influence strategy.
2	Personnel Management	Selection, adaptation, training, control. (+) Systemic approach to working with personnel. (-) Focus on control rather than personnel development.
3	Strategic HRM	HR is integrated into business strategy, development of corporate culture and careers. (+) Long-term value, increasing the competitiveness of personnel and the company. (-) Requires investment, analytics, company maturity.
4	HR Business Partner	HR as a consultant and partner to structural divisions. (+) Quick response to business needs, strategic benefit. (-) Requires high HR expertise.
5	Talent Management	Attraction, retention, and development of talent, talent pool. (+) Increased loyalty and engagement, leadership preparation (-) Quite costly, more suitable for medium and large companies.
6	Agile HR / Digital HR	Automation, flexibility, AI, and HR analytics. (+) Process optimization, speed, transparency. (-) Requires technology, IT support, and personnel adaptation.
7	DEIB (Diversity, Equity, Inclusion, Belonging)	Focus on equality, diversity, and inclusion. (+) Strong corporate culture, employer brand attractiveness (u2012) It takes time to implement, resistance to structures with outdated traditional thinking.

Summarized by the authors [1–10]

HR analytics, AI application, employee self-service, and HRIS integration.

2. HRIS / HCM Performance Assessment. This examines how well the HRIS or HCM covers key processes (recruitment, onboarding, training, development, rewards), how they integrate with other business systems, and how quickly and accurately they process data.

3. KPIs of HR process digitalization measure in numbers: the share of automated processes; time to fill vacancies or onboard; the number of candidates using online tools; employee satisfaction with digital services; the use of HR analytics in decision-making.

4. The level of HR technology adoption (Adoption Rate) shows how many employees actually use HR services (mobile apps, personal portals, LMS). This helps distinguish formal implementation from real utility.

5. HR analytics and data-driven management verifies whether HR decisions are made based on data, and to what extent the company applies descriptive, diagnostic, predictive, and prescriptive analytics (People Analytics).

6. Balanced Scorecard for HR digitalization (BSC) is a methodology adapted for HR that includes components: financials – cost savings through automation; employees – satisfaction with digital services; internal processes – speed and minimization of bureaucracy; innovation – development of personnel's digital skills.

7. HR Digital Index (index of HR digital transformation) is formed based on surveys and covers issues such as: the existence of an HR digitalization strategy; the level of investment in technology; the application of AI, chatbots, big data; the development of a digital culture in the company.

In practice, companies assess the digitalization of HR processes by combining several approaches: they study how developed their systems are (digital maturity models), measure performance (KPIs) and conduct user surveys on how convenient they are to work with these systems. Thus, they receive information about the overall state – both from the technical side and from the point of view of the company's employees' work, with the aim of further improvement.

Conclusions. Thus, 2025 has become a turning point in the development of the personnel management system, where the human resource potential of enterprises has acquired new meaning under the influence of digitalization, automation, and the implementation of artificial intelligence in HR practices. The development of the new AIHRM (Artificial Intelligence in Human Resource Management) concept is fundamentally changing the role and functions of HR: from administrative support to a strategic business partner. It is precisely technological integration, data analytics, and process automation that allow companies to make more accurate decisions,

react faster to labor market changes, and more effectively develop their human resource potential.

Digitalization of HR processes is a restructuring of the current mindset of all participants in the management process. Enterprises that invest in developing employees' digital skills, create flexible management structures, and foster a culture of analytical thinking demonstrate higher productivity and stability even in conditions of global turbulence. The development of human resource potential in the digital age involves the ability of employees to learn quickly, interact effectively with technology, and demonstrate flexibility and innovation in solving professional tasks.

An important management tool is the assessment of the digital maturity level of HR processes, which allows for the identification of weaknesses, measurement of the effectiveness of implemented technologies, and adjustment of the future development strategy. The use of approaches such as HR Digital Maturity Models, KPIs of HR process digitalization, the Balanced Scorecard, Adoption Rate, or the HR Digital Index ensures a comprehensive assessment, ranging from the technical state of systems to the

level of employee satisfaction and the company's business results.

The key success factor is the combination of technological innovations with humanity. Artificial intelligence, data analytics, chatbots, or automated HRM platforms create the foundation for increasing efficiency, however, only a person is capable of forming corporate culture, generating new ideas, and maintaining team motivation. That is why the development of human resource potential must combine technological knowledge with emotional intelligence, ethical values, and the ability for team collaboration. Thus, the future of personnel management, as evidenced by HR reports from Deloitte, PwC, KPMG, is a synergy of humans and artificial intelligence, where digital tools become catalysts for development, not a replacement for the human factor. Companies, which combine digitalization and the humanization of management, will gain the ability to ensure flexibility and resilience in a changing business environment. At the center of these changes remains the person as the main bearer of knowledge, ideas, and innovations, without whom even the most modern technologies cannot ensure the sustainable development of companies.

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ЦИФРОВИЗАЦІЯ БІЗНЕС-ПРОЦЕСІВ В УПРАВЛІННІ ПЕРСОНАЛОМ ДЛЯ РОЗВИТКУ КАДРОВОГО ПОТЕНЦІАЛУ ПІДПРИЄМСТВА

У статті методологічно використаний систематичний огляд наукової літератури з провідних академічних баз даних який свідчить, що цифровізація бізнес-процесів у менеджменті персоналу підприємств формує основу для впливу цифрового HRM на організаційну ефективність і сталий розвиток компаній. Цифровізація HR-процесів як комплексна трансформація, включає автоматизацію рутинних задач, впровадження цифрових систем, розвиток цифрових компетенцій і нові підходи до управління персоналом та розвитку кадрового потенціалу. Використання штучного інтелекту, аналітики Big Data, онлайн-платформ і гейміфікації підвищує ефективність рекрутингу, навчання, оцінювання та комунікації, підвищує мотивацію й залученість співробітників. Цифрова трансформація охоплює зміну корпоративної культури, формування гнучких команд, розвиток лідерства та адаптацію до швидких змін ринку. Вона дозволяє залучати й утримувати таланти, підвищувати продуктивність і конкурентоспроможність компанії, одночасно забезпечуючи стратегії сталого розвитку та ефективну роботу HR у динамічному середовищі. У 2025 році технології, ШІ та зміни в структурі робочої сили радикально впливають на HR. Визначені ключові тренди: адаптація до ШІ, подолання дефіциту навичок, роль «синіх» і «нових комірців», а також врахування демографічних і соціальних змін. Успішні компанії поєднують технології з людяністю, підвищуючи гнучкість, залученість і стійкість команд. Запропоновано для компаній застосовувати алгоритм цифровізації HR-процесів компанії та характеристика існуючих HRM у розрізі різних моделей, їхніх переваг та недоліків. Досліджено кількісне оцінювання цифровізації HR-процесів, яке може проводитися за допомогою моделей цифрової зрілості (Deloitte, PwC, KPMG), перевірки ефективності HRIS/HCM, KPI цифровізації, рівня використання HR-технологій, HR-аналітики, Balanced Scorecard та HR Digital Index. Ці підходи дозволять керівництву підприємства визначити рівень автоматизації, інтеграції систем, залучення працівників, використання даних і розвитку digital-культури, забезпечуючи комплексну оцінку ефективності цифрової трансформації HR.

Ключові слова: цифровізація, бізнес процеси, HR-процеси, трансформація, кадровий потенціал, підприємство, HRM, оцінювання.

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