

Analysis of the Implementation of Digital Tools in Personnel Management Processes

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Abstract: in the period of the digital economy, the introduction of digital tools into personnel management processes opens up new horizons for improving the efficiency and adaptability of HR practices. This study analyzes the current state and prospects of using digital technologies in human resource management in the Russian market. Taking into account global challenges and local specifics, the key directions of digital transformation in the field of HR are considered, including automation of routine tasks, optimization of recruitment and adaptation processes, performance management, and talent development. Special attention is paid to the analysis of obstacles to digitalization, such as fragmentation of tools, legislative restrictions, and the need for cultural changes in organizations. The study highlights the importance of integrating advanced digital solutions to strengthen the competitiveness of companies and create an adaptive, learning organization capable of responding effectively to a rapidly changing external environment.

Keywords: digital tools, personnel management, personnel, HR, modern technologies.

Introduction

The transformation of the Russian economic system through digitalization occupies a central place in the national development strategy, and by 2025 it is planned to increase the share of the digital economy in the country's GDP to 8-10%. This transformation creates significant challenges in the labor market, including the prospect of the disappearance of up to 14% of jobs in the next two decades, according to global analysts. It is expected that these changes will lead to the need to rethink traditional labor relations and create new models of interaction between employers and employees, as well as adapt social protection and incentive mechanisms.

The importance of digital HR tools in business sustainability and development is invaluable. They not only save resources but also speed up the decision-making process, which is critical for all sectors of the economy, especially for such dynamic ones as HoReCa. In this area, the use of automated systems significantly increases the efficiency of management actions, which directly affects the success and profitability of the business.

The purpose of the work is to consider the implementation of digital tools in personnel management processes.

1. Materials and methods

An analysis conducted by specialists from the State University of Management revealed that Russian enterprises face several obstacles to the effective digitalization of HR processes, including the fragmented use of digital tools, the complexity, and diversity of HR processes, as well as problems associated with personal data legislation. In light of these challenges, the solution may be to actively involve Russian cloud technologies for processing and storing data that meets local regulations, as well as increasing the willingness of companies to invest in the digital transformation of HR functions.

Based on the information presented on the hh.ru portal, the share of vacancies in the field of information technology in the Russian labor market has reached 9%. Among them, 51% of offers were addressed to specialists with one to three years of experience, 36% of vacancies required four to six years of experience, 4% required more than six years of experience, and 9% were open to candidates with less than a year of experience. The observed increase in demand for IT specialists has led to an increase in their salaries [1].

The study, conducted by the international analytical agencies SAP CIS and Deloitte, covered more than five hundred specialists from 434 companies representing 14 different sectors of the economy. The level of digitalization of personnel management was assessed using a point-rating system, where the minimum values indicated the predominance of traditional, paper-based processes, and the maximum values indicated the use of advanced digital technologies.

The survey results show that a significant portion of companies still rely on outdated methods of working with documentation and have not integrated modern IT solutions into their processes. A comparison of Russian and foreign organizations in terms of the level of digitalization demonstrates some backwardness of the former,

with a digitalization coefficient of 1.84 versus 2.08 for foreign companies, which indicates a fragmented implementation of automation.

Leaders in implementing digital technologies in personnel management are representatives of the banking sector, IT, and telecommunications, where the latest developments are already actively used to optimize work with personnel. At the same time, energy, construction, and education lag significantly behind in this direction.

2. Human resource management process

Human resource (HR) management covers not only personnel and communications issues but also includes the use of various tools and techniques to organize cross-functional processes. Modern challenges, different from previous economic crises, require HR approaches to be more speedy and adaptable.

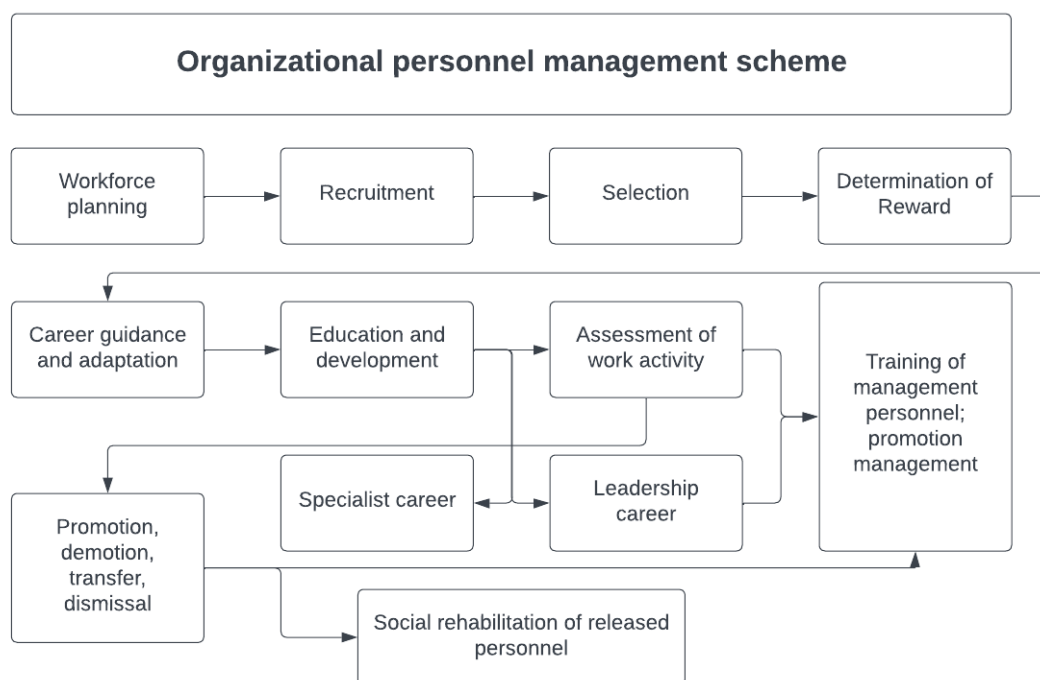


Fig.1. Personnel management in the organization.

Source: <https://prezentacii.org/prezentacii/prezentacii-po-ekonomike/133792-upravlenie-personalom.html>

The changing economic environment challenges businesses to find optimal strategies to adapt to evolving scenarios. In this context, the need for tools that facilitate the effective rethinking and adaptation of HR processes during a crisis becomes urgent.

The integration of digital HR solutions provides the opportunity for in-depth analysis and understanding of the overall situation in the company while limiting the use to just one module makes it difficult to assess the complete chain of management decisions.

An example is a comprehensive set of HR tools that allows an organization to strategically and meaningfully manage the employee experience across all stages of their interactions with the company—from recruiting and talent management to salary structures and termination processes.

The use of digital tools in payroll management helps to optimize the structure of the organization by combining or excluding certain functions, adapting to multitasking, and externally attracting competencies. This provides a basis for making informed, data-driven management decisions[2].

Specific IT tools, such as bots for automating interviews or systems for career planning, are used only by a few, which indicates insufficient integration of digital technologies into ordinary HR management processes.

Problems holding back digital transformation in the field of PM in Russia include the lack of a systematic approach to the implementation of technologies, the difficulty of adapting to the requirements of legislation on personal data, as well as limited financial resources, especially in small and medium-sized businesses [3].

For the personnel management system in a particular company to be successfully formed, innovative technologies are developed and implemented aimed at optimizing and simplifying the process of interaction with personnel. The essence of personnel management technology lies in the integrated application of various methods and techniques that contribute to the most effective use of employees' potential to achieve the goals of the organization [4].

3. Digital transformation in HR

Digital transformation in HR represents a transition from conventional techniques to the use of integrated digital platforms that help automate routine tasks, improve analytics, and optimize management processes. Below are the key areas for implementing digital innovation in HR management.



Fig.2. The difference in the forms of personnel management.

Source: <https://allneti.com/role-of-hr-in-digital-transformation-k.html>

Automating recruitment and selection processes through the use of applicant management systems (ATS) makes it easier to screen resumes, match candidate qualifications to job requirements, and manage the interview process. This not only speeds up the recruitment process but also increases its quality due to a more accurate selection of candidates.

Integration of time and attendance tools, including biometric devices and mobile applications, automates the collection of work time data, simplifying recording hours worked, vacation, and sick days.

Performance measurement systems based on BPMS and key performance indicators (KPIs) allow you to structure the evaluation process, ensuring its transparency and objectivity, as well as promoting the personal and professional development of employees.

The use of digital platforms for employee training and development provides them with the opportunity to independently learn new knowledge and skills, which contributes to building an adaptive and continuously learning organization.

Cloud technologies play an important role in modern HR management, providing secure storage and easy access to data, support for collaboration and information exchange, as well as scalability and flexibility of management systems.

Digital analytics of employee data opens up new opportunities for identifying trends and patterns, helping to optimize HR processes and make informed management decisions based on objective information [5].

In the field of personnel management, the priority for organizations is not only to attract qualified specialists but also to retain them and provide conditions for professional growth. Effective interaction with staff

involves the implementation of comprehensive measures aimed at increasing the level of loyalty and motivation of employees, among which incentive payments, career prospects, adaptation programs, the formation of a positive corporate climate, and others play a significant role.

Updating these measures in the context of digitalization reflects the transformation of management approaches in response to changes in the labor market. Today, traditional HR methods are complemented and sometimes replaced by digital solutions. In conditions where personal contact between a manager and each employee is becoming less and less possible, especially in large companies, digital HR tools are coming to the fore [6,7].

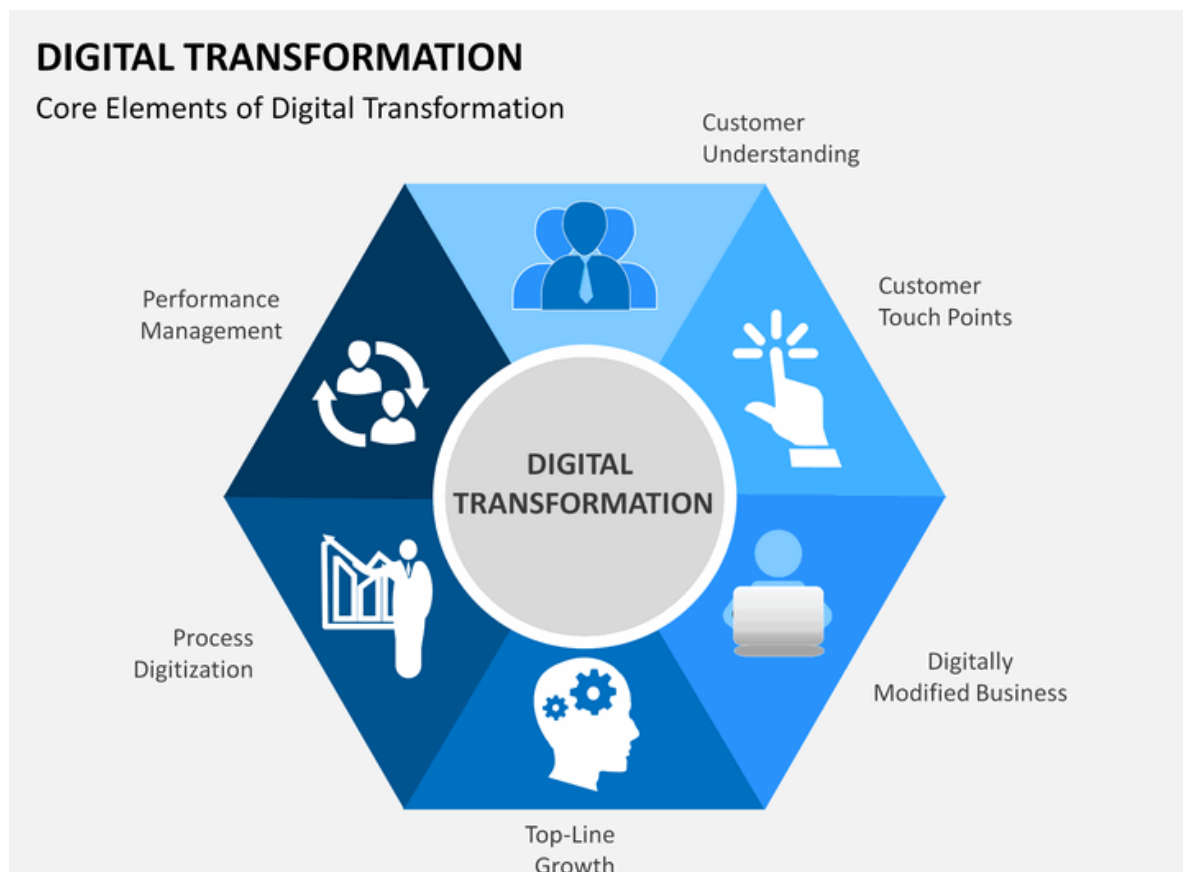


Fig.3. Transformation of personnel management.

Source: <https://smecastle.com/services/digital-transformation/>

Conclusion

Based on the above, we can say that the introduction of digital innovations in the field of personnel management makes a significant contribution to the performance of both HR specialists and all employees of the organization. Digitalization of business processes allows recruitment professionals to focus more on direct interaction with people, significantly reducing labor costs associated with routine paperwork. Moreover, the process of integrating newcomers into the team occurs in a much more meaningful and systematic manner, ensuring effective familiarization with corporate standards and values throughout the probationary period. Optimally structured adaptation of new employees helps strengthen corporate culture, influencing the overall moral climate in the team.

Thus, digital transformation in HR is becoming not just a fashionable trend, but a strategic necessity for companies seeking to remain competitive in a dynamic market. Enterprise management should be aware that investing in the development of digital HR technologies is an important investment decision aimed at supporting continuous development and adaptation to the innovative challenges of our time. Ignoring the need for digitalization can lead to the obsolescence of management practices and become a serious obstacle to achieving the strategic goals of the organization in the digital era.

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