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PERSONNEL RECRUITMENT IN WARTIME AND UNDER THE INFLUENCE OF DIGITALIZATION: PERSONNEL RISKS FOR THE ECONOMIC SECURITY MANAGEMENT MECHANISM OF THE ENTERPRISE

РЕКРУТИНГ ПЕРСОНАЛУ У ВОЄННИЙ ЧАС ТА ПІД ВПЛИВОМ ЦИФРОВІЗАЦІЇ: КАДРОВІ РИЗИКИ ДЛЯ МЕХАНІЗМУ УПРАВЛІННЯ ЕКОНОМІЧНОЮ БЕЗПЕКОЮ ПІДПРИЄМСТВА

The article examines the current challenges and features of the personnel recruitment process. The purpose of the study is to characterize the features of the recruitment process in the conditions of war and digitalization, as well as to substantiate the possibility of the impact of personnel risks inherent in this process on the management of economic security and its state. Research methods: analysis of scientific literature, generalization of problematic aspects of the recruitment process and recruiting theories used in the personnel management system. The main problems of modern recruiting that affect the state of economic security of the enterprise and the state of development of recruiting theories are outlined. The practical value of the study lies in highlighting current trends and forming recommendations for Ukrainian enterprises on adapting recruiting strategies to wartime conditions.

Keywords: economic security, personnel recruitment, economic security management mechanism, HR management system, digitalization, risk, personnel risk.

У статті розглянуто сучасні виклики та особливості процесу рекрутингу персоналу на українських підприємствах в умовах воєнного стану та під впливом цифровізації. З огляду на наростаючу конкуренцію на ринку праці за професійні та кваліфіковані трудові ресурси, спричинену глобалізацією, цифровими трансформаціями, міграцією населення та постійними ризиками, питання ефективного залучення працівників у штат набуває стратегічного значення для забезпечення економічної безпеки підприємств. Метою дослідження є характеристика особливостей процесу рекрутингу в умовах війни та цифровізації, а також обґрунтування можливості впливу притаманних цьому процесу кадрових ризиків на функціональну спроможність механізму управління економічною безпекою та на її стан. Методи дослідження, які були використані на шляху до досягнення цієї мети, поєднали аналіз наукової літератури, узагальнення проблемних аспектів процесу рекрутингу, а також теорій рекрутингу, які використовуються у системі управління персоналом. У статті окреслено основні проблеми сучасного рекрутингу, які впливають на стан економічної безпеки підприємства: дефіцит талантів у ключових галузях, складнощі з організацією дистанційної роботи, потреба в дотриманні принципів інклюзії, слабкість HR-брендів, обмеженість фінансових ресурсів, тривалість процесу найму, нестача ефективної комунікації між стейкхолдерами. Окрема увага приділена впливу факторів мобілізації, адаптації ветеранів, цифрових інструментів, а також соціальній відповідальності бізнесу під час найму персоналу та у процесі управління ним. Практична цінність дослідження полягає у висвітленні

актуальних тенденцій та формуванні рекомендацій для українських підприємств щодо адаптації рекрутингових стратегій до умов воєнного часу. Акцент зроблено на необхідності розвитку гнучких, інклюзивних та інноваційних підходів до пошуку та утримання персоналу, вдосконаленні системи адаптації нових працівників, розвитку HR-бренду та комунікаційних стратегій для підвищення рівня функціональності та результативності управління економічною безпекою.

Ключові слова: економічна безпека, рекрутинг персоналу, механізм управління економічною безпекою, система HR-менеджменту, цифровізація, ризик, кадровий ризик.

Statement of the problem. In the context of dynamic changes in labor market trends, which are provoked by the spread of digitalization, globalization, population movement, and the permanent impact of risks on the processes of attracting and releasing personnel, domestic enterprises find themselves in a fierce competition among themselves and with foreign business entities for professional human resources. The condition for winning this competition and an important element of the growth and development of an enterprise in a strategic perspective is the use of effective approaches to personnel recruitment by its HR managers. Therefore, the recruiting element of the HR management system of organizations requires close attention from company management, proper resource provision, constant information support, etc. Digital business transformations, which are ubiquitous in the economic environment, require a review and update of the practices of search, selection, adaptation, and motivation of employees, and therefore, should be reflected in approaches to personnel recruitment at Ukrainian enterprises. Ineffective recruitment can have negative consequences for the functional capacity of the economic security management mechanism and for the state of the personnel component of the enterprise's comprehensive economic security system, as it will provoke personnel risks that can worsen the financial results of doing business.

Analysis of recent research and publications. The issue of recruiting as a modern phenomenon related to the formation of human resources of enterprises, institutions, and organizations is studied by Ukrainian scientists in various contexts. For example, Bazaliiska N.P., Koshonko O.V. position recruiting as an innovative technology for forming the personnel composition of an industrial enterprise under modern business conditions [1], Vonberg T.V., Holovko A.A. study the features of personnel recruitment in the era of digital transformations [2], trace the trends in the development of personnel recruitment through the prism of digital business innovations [3], Kudymenko D.M. specifies the features of personnel recruitment in IT companies [4], Havriliuk O., Bozydarnik T. investigate the impact of digital technologies on the transformation of the recruitment process [5], Hryniuk Yu. M. actualizes the issue of the existence and development of principles and standards of professional ethics of HR managers and specialists of recruitment agencies [6], Dervan B.I., Lopushniak G.S. specify the concept of recruiting itself, outline the problematic aspects of ensuring its effectiveness in recruiting and offer indicators by which it can be measured [7], Domuschi V.O., Slavenko E.A., Buzunar A.V. outline the characteristic features of recruiting and personnel adaptation in modern conditions of the evolution of organizations [8], Kravchuk O.I., Varis I.O., Bidna T.O. track digital technologies of personnel recruitment as a modern direction of development of personnel management [9], Lobza A.V., Bykova A.L., Krysha V.V. analyse the

prospects for the qualitative development of recruiting activities in the IT sector [10]. Issues and problematic aspects of the functioning of mechanisms for managing the economic security of modern enterprises are subject-matter investigated by Zachosova N.V., Herasymenko O.M. [11], Zhivko Z.B., Zanora V.O. [12], Cherevko O.V., Nazarenko S.A., Nosan' N.S. [13], Honcharenko A.S., Koval O.V. [14], emphasizing that the role of personnel risks and the state of personnel security are extremely important parameters for their effectiveness and efficiency of safety-oriented management in general.

Formulation of the research task. The purpose of the study is to characterize the features of personnel recruitment in wartime and under the influence of digitalization and to substantiate how the personnel risks inherent in this process can affect the state of economic security of the enterprise.

Summary of the main research material. Recruitment is the process of providing an enterprise with employees, which aims to meet the needs of employers in qualified personnel [7, p. 109]. In the modern understanding of HR management representatives of Ukrainian and foreign companies, recruitment is the process of attracting, selecting and hiring employees to perform tasks ordered by the employer.

Personnel management is an important component of the organization's management system, which involves managing its human resources, which belong to the strategic, priority, unique resources of the enterprise and determine its competitive advantages. Personnel management from the position of a systemic approach demonstrates its own unique specific features. First, the systematic nature of personnel management is implemented through a set of main and auxiliary functions and sub functions, while their set is constantly changing depending on the plane and transformations of social relations. Secondly, the personnel management system should cover all areas of HR management on the basis of a scientifically sound personnel management strategy and the implementation of its personnel policy [8, p. 269].

In modern scientific thought, several main paradigms and theories are distinguished, within which scientists provide explanations on how to effectively search for candidates for positions and carry out personnel selection, that is, how, from a scientific and methodological point of view, to implement the recruitment process in the personnel management system at the stage of its search and placement in positions. Eight main such theories can be distinguished (Fig. 1).

Recruitment in the HR management system of an enterprise is the process of finding and hiring employees for the organization. When an enterprise needs new employees, HR recruiters take on this responsibility by forming lists of vacant positions, formulating job advertisements, screening candidates, scheduling interviews, and conducting preliminary interviews. In large organizations, dozens of

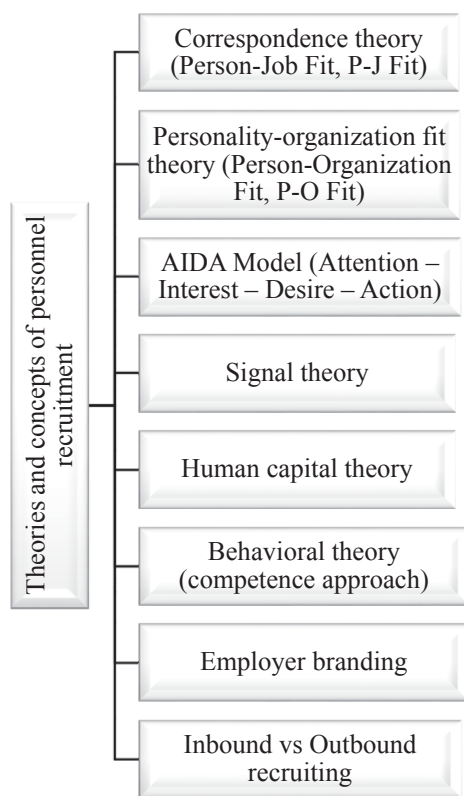


Figure 1. Theories of personnel search and selection

Source: compiled by the authors

people can work as recruiters, while in small and medium-sized companies this responsibility falls on one or two HR managers.

The main problem of recruiting personnel under the influence of war risks is the use of the time factor. Enterprises spend a long time looking for candidates who are not available on the labour market due to population displacement and Ukraine's loss of human resources. In addition, it is necessary to leave a reserve of time for employee on boarding. According to HR experts, hiring, adaptation of a new employee, and the level of his retention in the position largely depend on the first months and even days spent at the new place of employment. Proper on boarding (adaptation) helps new employees integrate into the organization and become an effective part of the team. However, Ukrainian companies simply do not have the necessary time resources, so this stage is levelled, and therefore, the problems that should be solved at it remain and are revealed at subsequent stages of recruiting and HR management.

Experts identify several of the biggest problems in finding and hiring personnel that modern recruiters face:

1. Talent shortage in key economic sectors.
2. Difficulty in organizing and monitoring remote work.
3. Compliance with the principles of diversity, equality and inclusion (DEI).
4. Weakness of the employer brand in a competitive labour market.
5. Artificial intelligence and automation in recruitment processes.
6. Retention and turnover of personnel, personnel movement.

7. Budget and financial constraints.
8. Long duration of the recruitment process.
9. Poor and inconsistent communication during the recruitment process.
10. Sustainable development goals and social responsibility.
11. Economic uncertainty of the company's future due to internal and external risks [15].

As domestic enterprises transition to innovative technologies, including automation, artificial intelligence, machine learning, and cybersecurity, there is a demand for specialized professional and social skills that companies' personnel must possess. It is predicted that such industries as healthcare, technology, and engineering will face the greatest shortage of personnel, especially considering that specialists in these fields have left abroad in large numbers after the start of the full-scale invasion. The lack of qualified candidates, narrowly specialized specialists, may force Ukrainian enterprises to leave important vacancies unfilled, force existing employees to combine positions, which will hinder economic growth and the integration of innovations into financial and economic processes.

The transition to remote work and online employment, which began during the quarantine period and continued after the outbreak of the war, although characterized by managerial flexibility, nevertheless creates new challenges for recruiting, monitoring, and retaining remote workers. Working across time zones and managing cross-cultural teams during project implementation can make it difficult for managers to communicate and reduce the level of cohesion in the workforce.

Despite today's realities, many companies still face difficulties in creating diverse and inclusive teams, as well as organizing an inclusive workspace. For Ukraine, this problem is especially painful and relevant. Unconscious biases can negatively affect recruitment processes, while non-inclusive hiring practices can weed out potential talents. Global practice demonstrates that inclusion is a key differentiator for companies seeking to create innovative, successful businesses, and domestic companies have no other choice but to increase their own level of inclusion in anticipation of a large number of veterans who will need to be integrated into social and economic life.

In a labour market with limited supply of human resources, the employer brand will become increasingly important, as job candidates become more demanding in their job search, realizing the shortage of intellectual capital. With the increasing level of competition for the best talents, companies with weak HR brands will lose to competitors that offer better opportunities, motivational mechanisms and conditions in the workplace. Ukrainian companies are likely to face an intensifying struggle for talented employees with international corporations whose brands are known all over the world.

While automation and digitalization can help streamline recruitment processes, overuse of AI can mean a lack of personalization during job applications, which negatively impacts the candidate experience. The use of AI capabilities in recruitment needs to be balanced with face-to-face meetings with candidates, interviews, etc.

Employee retention and financial incentives will remain a serious challenge for Ukrainian companies, which are limited in the resources needed to compete for talent. Staff turnover and the search for new employment opportunities

by employees of Ukrainian companies is mainly driven by the desire to receive higher wages, have career growth opportunities, and flexibility in the use of working hours.

The economic uncertainty that Ukrainian companies are operating in during the war and budget constraints complicate the hiring processes of new employees, as companies have difficulty investing in the latest recruitment technologies or attracting highly qualified candidates due to a lack of funds and safe places for employment. Financial constraints prevent domestic employers from accessing critical recruiting tools and platforms, impacting their ability to compete for talent and hiring efficiency.

Lengthy hiring processes and multiple candidate vetting processes are a common problem, with many job seekers reporting that they have abandoned lengthy recruiting processes in favour of a job as soon as possible. Long hiring times not only frustrate candidates, but also cause companies to lose top talent.

Lack of communication between recruiters, hiring managers, and job candidates can lead to delays and a negative impression on potential employees. Misalignment between internal stakeholders during the recruiting process can lead to confusion, missed opportunities, and increased rejection rates. Even worse from a professional point of view is that when telephone conversations with a candidate or video interviews are not recorded, key details can be forgotten or misinterpreted, which makes it difficult to further take into account important points or support the coordination of actions of all participants in the HR management process.

More and more candidates, especially the younger generation, evaluate potential employers based on their level of commitment to the principles of sustainable development and corporate social responsibility. Environmental initiatives of companies play an important role, and in wartime – volunteer projects and support for the Armed Forces of Ukraine. Also, in times of economic turbulence, which are currently inherent in Ukraine, social initiatives of enterprises to support the families of mobilized workers, internally displaced persons, employment of disabled people, etc., are positively perceived by potential candidates for positions, while their absence causes surprise and irritation.

The worsening economic situation in Ukraine, caused by inflation, supply chain disruptions and potential recessions, is likely to affect personnel recruitment in 2025. Global economic shocks are also having an impact

on the domestic economy. Ukrainian enterprises may face budget cuts, hiring freezes and a transition to more flexible workforce strategies [15], which will be reflected in the approaches and practices of recruiting employees. The recruitment process is significantly affected by the mobilization of men for service in the Armed Forces of Ukraine. However, this is a matter of state policy, and it is not currently possible to solve it at the business level.

Conclusions. Personnel recruitment is an important component of the HR management system of a modern enterprise, which requires the use of a wide range of methodological tools, analytical and social skills from personnel management specialists. It is possible and advisable to combine several types of personnel recruitment in the practice of the enterprise, since this approach will ensure the optimal expenditure of effort and time to fill vacant positions and will allow using various sources of attracting human resources. For Ukrainian companies, a situation is typical when they do not have enough employees to allocate the position of recruiter in the staff and transfer all responsibilities for finding and hiring employees to him. This is one of those problems in personnel management, the solution of which requires persistent work at the theoretical and applied levels.

Recruitment during wartime is a complex and problematic process. Therefore, it is worth looking for reserves and opportunities to replenish the human resources of domestic companies with minimal loss of time and with a high level of probability of leaving the employee in the company for a long period. Recruitment in wartime Ukraine faces unprecedented challenges that manifest themselves at all stages of personnel recruitment – from the search for candidates for positions to their adaptation and retention in the team. Loss of labour resources, population displacement, mobilization, shortage of qualified specialists, economic instability and rapid digitalization significantly complicate the tasks of HR specialists. Ukrainian enterprises have to exist in conditions of high competition in the labour market, adapting to the new reality through the implementation of flexible, innovative and inclusive approaches. The success of recruitment strategies during this period will depend on the ability of companies to quickly respond to external challenges, invest in the development of the employer brand, optimize communication and onboarding processes, and also support social responsibility as an element of corporate culture.

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