

## HR Management in the Digital Age: the Main Trends Assessment and Stakeholders

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The company's sustainable development depends from a lot of determinants. The article deal with the theoretical and practical aspects of human resource management on modern enterprises in the field of TV and communication services. The authors noted that for more than a century of human resource management, both theoretical and practical disciplines have evolved in various fields. In this connection the theoretical foundations for the development and preservation of human resource management were investigated. The authors analysed the worlds modern transformations of the workforce, that gives background for the future investigating and creates the preconditions for improving human resource management system on domestic enterprises. The authors emphasizes that the main objective of evolution and development of labour resource management is the efficiency of labour utilization, the search for the potential of employees, the application of techniques and practices to motivate and support staff. Changing the organizational environment in the market has to push managers to increase the effectiveness of the production process, create modern competitive advantages and consider the profitability of human resources. Investigating the features of functioning TV and communication companies has given the opportunity to provide recommendation for improving human resource management system. That would improve production, reduces costs, and at the same time ensures the stable existence and further development of the organization. The provided comparison of human resource management of PJSC "Ukrtelecom" and Vodafone Group PLC concludes that for a quick response to a modern problem, it is necessary to focus on the experience of a foreign company, to introduce modern instruments for the further operation of the enterprise.

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**Problem statement.** The modern world is changing rapidly. Last tendencies of globalization compel organizations to search new innovative approaches in management. It comes into particular importance to raising companies competitive advantages. Many companies are looking at improving their systems and their products for ensuring they have the right future skills. That is why they are looking at how to develop better ways of working.

**The purpose of article** is research on theoretical and applied aspects of the functioning modern HR-management systems. The task of work: is research on theoretical foundations for the development and preservation of HR; an analysis of the conditions for the formation of

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organizational and economic mechanism for the development and preservation of HR at world enterprises and PJSC “Ukrtelecom”.

According to a Global Human Capital Trends report, HR has the “dual challenge of transforming HR operations and transforming the workforce and the way work is done on the other” [11].

The report mentions about the three areas where it is taking place:

- Digital Workforce (How can organizations drive new management practices?);
- Digital Workplace (How can organizations design a working environment that enables productivity?);
- Digital HR (How can organizations change the HR function itself to operate in a digital way?).

Furthermore, there are lots of key roles that a leader of HR management should use for Digital Transformation. The main are [7]:

1. HR as an Innovator: creating a Digital Workforce, hiring people with digital capabilities, training and rewarding a labour force for rationalization.
2. HR as a Driver of Business: from being a personnel function to being instrumental in organizational development.
3. HR as a Change Agent: leaders become change agents, who conduct employees in a positive direction.
4. HR as a Collaborator: HR is a force that connects the company through a common thread of purpose.

In that way, we sum up that a competitiveness of a company in HR is realized by proper approaches that conforming to nowadays.

Human resources (HR) are people who work in a company or organization, and in departments that are responsible for human resources. The term “human resources” was first used in the 1960s, when they evaluated the importance of labour relations. During this period, such concepts as motivation, organizational behaviour and estimation of choice began to emerge.

Human Resource Management (HR Management) is a modern term used to describe the management mechanism of an organization's staff. Also used as HR management or talent, that is, resource management involves monitoring all the components that are related to managing the human potential of the organization; characterizes the process of hiring and developing employee abilities to increase value for the organization [6]. HR management can be considered as seven interrelated activities taking place at the enterprise.

1. Strategic HR management.
2. HR and labour relations.
3. Risk management and employee protection.
4. Equality of employment opportunities.
5. Motivation and rewards.
6. Talent Management.
7. HR support.

In the modern world, telecommunication services are becoming increasingly widespread. Internet service becomes an integral part of not only people's lives, but also the excellent functioning of one or another of the present organization.

Therefore, it is important to analyze the telecommunication enterprises of the world to identify specific benefits for improving the conditions of work and competitiveness, choosing the right development priorities.

There are five largest telecommunications companies in the world, which together have a market value of over \$ 700 billion:

1. China Mobile Ltd.
2. Verizon Communications Inc.
3. AT&T Inc.
4. Vodafone Group PLC.
5. Corporation Nippon Telegraph & Telephone.

Each of these companies has its own peculiarities in the introduction of business. In addition, organizations focus their attention on specific services and free niches for more effective existence.

In order to achieve stability of performance, productivity, financial sustainability, competitiveness and world recognition, Ukrainian enterprises should rely on the experience of foreign companies.

A striking example of the fundamental change and recognition of the importance of HR management is the US largest telecommunications company, Verizon Communications Inc., whose HR system receives resources based on a strategic approach [9]. Taking into account the recent merger and deregulation of the industry, given the time of increased competition, Verizon Communications needed to prepare for the aggressive acquisition of new customers. The company decided to carefully consider the human resources, the department, which was historically not related to profitability, and created specific goals to change the course, out dated biases. The company managed 63 million local lines of access, 27 million local and 5 million long-term customers, with annual revenue of around \$ 60 billion. With the adoption of the Telecommunications Act of 1996, Verizon Communications was supposed to cope with the new competitive environment created by deregulation.

For further existence and development, the company must be ready to build its customer base, taking into account long distances, as well as perseverance to increase its total income.

At the same time, the organization was dealing with a high level of turnover of workers: from 20 % to 25 % per year. This problem is complicated by record-low levels of unemployment. Customer service suffered and new telecommunications companies used the best services to lure customers.

Having decided that improved, consistent customer service is a prerequisite for their retention, Verizon has decided to focus on its human resources department.

Verizon has decided to break this tradition and link human resources with indicators such as:

- productivity;
- product cycle time;
- sales.

There are also other indicators to determine how these measures have influenced the overall business goals.

As the Balanced Scorecard focuses on measured performance and alignment with all business functions, this was an ideal choice for Verizon's goals.

The human resources needed to determine the goals of the department that are supported and can be evaluated according to the overall corporate strategy of Verizon: it is advantageous to offer a full range of highly developed telecommunications services.

The team of HR managers identified five strategic directions (Figure 1).

Further, the team has developed a measurement model to support these strategic directions. They started asking the company's executives in every business direction about their HR issues and concerns. In addition, 118 indicators of activity were organized, organized in four perspectives (strategic, client, operational, financial), which answered these questions.

<b>Talent</b>	<ul style="list-style-type: none"> <li>• enlarge talent pool</li> <li>• ensure workplace diversity</li> <li>• invest in professional development</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• find ways of identifying high-potential employees</li> <li>• grooming employees for leadership roles</li> </ul>
<b>Customer Service and Support</b>	<ul style="list-style-type: none"> <li>• determine retention issues</li> <li>• promote HR-related products and services available to employees</li> </ul>
<b>Organizational integration</b>	<ul style="list-style-type: none"> <li>• create better information-sharing between business units and with the unions</li> </ul>
<b>HR capability</b>	<ul style="list-style-type: none"> <li>• build HR capability by rotating key talent</li> <li>• creating a measurement system that highlights dept achievements</li> <li>• invest in tech solutions</li> </ul>

Figure 1. Balanced Scorecard for Verizon Communications Inc.

They also set goals for each of these perspectives, of which:

- a quarter is derived from basic data for the telecommunications industry;
- other goals are based on the projection of internal data, on the basis of which could assess their actual effectiveness.

Public Joint-Stock Company “Ukrtelecom” is the largest telecommunications company in Ukraine.

The enterprise maintains high positions in the market of services, high-speed access to the Internet and fixed telephony. The company has created the most powerful trunk data transmission network in Ukraine, with the help of modern technology DWDM [2].

All types of telecommunication services of our time are provided to our clients, such as:

- data transfer and virtual private network construction;
- providing for the use of dedicated non-switching communication channels;
- international, long-distance and local telephone communication;
- hardware and virtual hosting;
- videoconferencing;
- permanent IP-connection;
- Internet services.

Goals of the organization – the main tool for the implementation of a specific strategy, operation and development of the enterprise. This is the definition of the problems of decision-making, control of activity and evaluation of results.

The objectives of PJSC “Ukrtelecom” are as follows:

- maximum profitability of activity;
- satisfaction of the needs of the enterprise and the population of Ukraine in telecommunication services;
- increase in the market value of a public joint stock company.

In order to ensure a high level of competitiveness and effective and profitable activities, PJSC “Ukrtelecom” should be equipped with high-level personnel in full.

Also, a prerequisite is comfortable working conditions and constant work with employees. Therefore, it is advisable to investigate the HR-management of the enterprise.

PJSC “Ukrtelecom” has a democratic style of management of the company, which is inherent in managers of any level and manifests itself in all components of the HR management system [3].

When working with labour resources, it is necessary to ensure the organization of HR and plan the need for employees for future periods.

Today, the HR planning of PJSC “Ukrtelecom” is carried out by the HR department, which, based on HR reporting, the necessity of employees for positions and taking into account future strategies of the enterprise, calculates and determines the approximate number of employees that would ensure the effective functioning of the company.

In addition, the priority task of the HR department is the development of measures to attract young people to work in the company [2].

For a detailed understanding of the situation in the enterprise, compare

PJSC “Ukrtelecom” with the world-wide company, which also operates in the Ukrainian market, Vodafone Group PLC [10] (Table 1).

*Table 1*

Comparison of HR management of PJSC “Ukrtelecom” and Vodafone Group PLC

1	Vodafone Group PLC 2	PJSC “Ukrtelecom” 3
Selection	Specific measures to determine the skills and knowledge of future employees are making a huge effort to obtain the required resources.	After selecting applications from potential candidates, they are invited to an interview where the staff personally communicate, review the documents. In some cases, the company offers a trainee to undergo a probationary period, after which it is decided whether the candidate of the vacancy meets.
Motivation and rewards	Motivation of employees, using various methods: bonuses, salary and benefits, which help the company achieve its goals and objectives.	The company carries out an assessment of the results of employees on the basis, according to which employees must perform a certain number of jobs and tasks, from which their bonus or salary increment continues to depend on. The bonus is paid for the main achievements during the operational activity, award of employees for special bonus systems.
Training and development	It is making great efforts to provide training for its employees, to achieve high results from employees and provide quality services.	There is a separate Department of Personnel Training and Development that deals with this process. The employees of the department plan and organize the training of labour resources, internships, practices and necessary incentive measures.
Communications and employee relationships	Building effective communication for proper coordination between different departments of the organization. Has a huge human capital, staff support between business units.	Realization of specific measures on comfortable arrangement of new personnel of the company, acquaintance with the structure of enterprise organizations, activity and features of internal processes are partially carried out by HR department staff. With the recruitment, the employee is given access to the corporate site, assigned a corporate box and the opportunity to ask for help from HR.

*Table 1 (continued)*

1	2	3
Authority and control	HR management helps to effectively allocate responsibilities and responsibilities within the organization, distributed among different employees for effective business management.	The process of staff assessment is carried out using traditional methods. These include the process of attestation of personnel, which takes place once every three years. After the certification, the commission decides whether or not the employee meets the position he occupies.
Decision-making	Fast, with the help of a formal chain of communication.	
Resolving conflicts	Easy and timely solution to conflicts in the organization.	

Thus, there is a similarity of management policy, but the negative point is the fact that there is no component of the human resources management system, such as career planning.

However, the company is now developing plans for the development of young professionals and internship programs. There is a program for senior students “Best with Ukrtelecom”. The acquisition of knowledge takes place through the organization of lectures with top-managers of the company, work on a joint group project. After graduation, the best students are offered to undergo an internship with the possibility of further employment.

PJSC “Ukrtelecom” aims at further development and improvement of HR management systems. For a quick response to a modern problem, it is necessary to focus on the experience of a foreign company, to introduce new measures for the further operation of the enterprise

Taking into account the peculiarities of the HR management system of PJSC “Ukrtelecom” it is worth noting that it fully provides activities and needs to work with employees, but still has certain disadvantages: the lack of career planning, the presence of only traditional methods of motivation, development of employees.

Nevertheless, an important condition for the activities of any enterprise is the presence of staff in the company in sufficient quantity and high professional level [8].

Therefore, in order to study the possibilities of developing an organizational and economic mechanism for the preservation and development of HR, it is advisable to consider in more detail the HR of the company [1].

At the enterprise there is a tendency for a significant reduction of employees. That is, starting from 2015, the organization reduced the number of personnel by almost 11.4 thousand people. Between 2016 and 2017, the total number of employees decreased by 20,27 %.

There is also a tendency to reduce the number of new employees. In 2015, it is 871 people, and in 2016 this Figure 2 has halved to 431 people. By 2017, the number of employed workers decreased by almost 8 % and already amounted to 397 people.

The number of dismissed workers was the largest in 2015, this 15 541 persons, decreasing in the period 2016–2017, but remaining at a high level. Thus, in 2016, the number of outworkers was 5 677 people, and in 2017 it was 14,7 % more, which is 6,514 people.

In addition, the negative fact is that most of the employees who left the company were released on their own due to dissatisfaction with working conditions or wages.

It is also important to examine the number of staff by category.

In general, there is a tendency to reduce the number of all categories of workers. The largest number of staff in all categories was in 2015, which totally corresponds to the total number of employees.

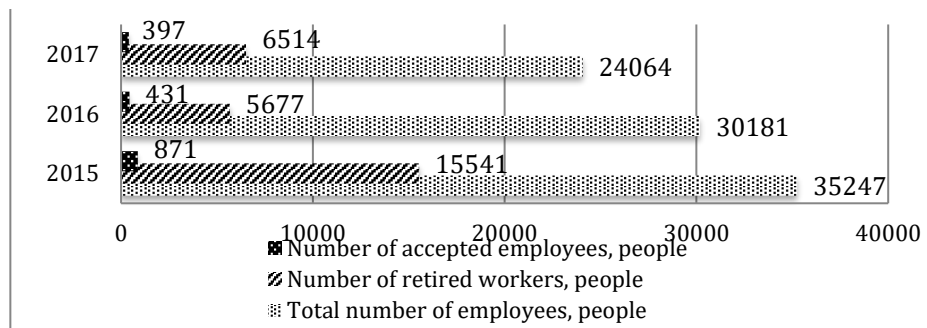


Figure 2. Dynamics of changes in the number of employees of PJSC "Ukrtelecom" for 2015–2017

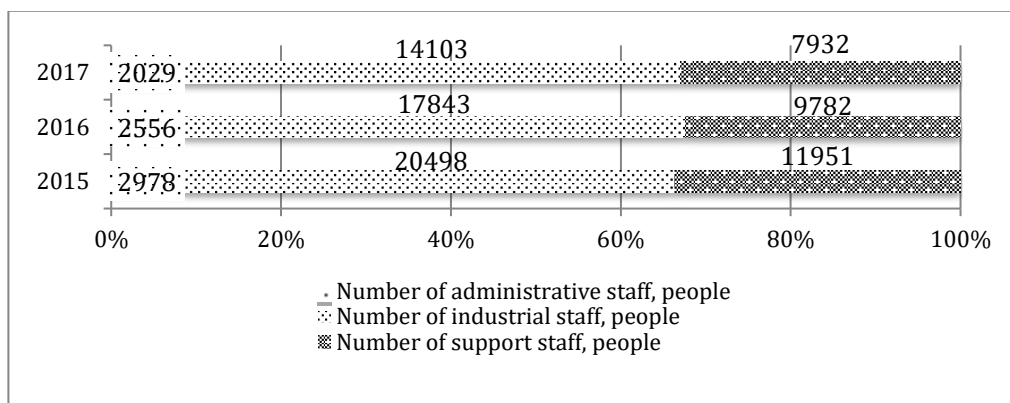


Figure 3. Staff of PJSC "Ukrtelecom" by categories

The number of administrative staff remains approximately equal to 8,4 % of the total staff, while the industrial and support staff ranges from 57 to 59% and from 32 to 33 %, respectively.

From 2016 to 2017, 527 people were released: administrative staff – 3,740 people; industrial and auxiliary staff – 1,850 people. It should be noted that the coefficient of personnel turnover in the period 2015–2016 tended to decrease, but by 2017 the Figure 3 has increased significantly, which is negative.

**Conclusion.** In order to improve the management system, an analysis was made by PJSC "Ukrtelecom", the largest telecommunications company in Ukraine. The enterprise maintains high positions in the market of services, high-speed access to the Internet and fixed telephony.

For a detailed understanding of the situation at the enterprise, PJSC "Ukrtelecom" was compared with a world-wide company that also operates in the Ukrainian market, Vodafone Group PLC.

Thus, there is a similarity of management policy, but the negative point is the fact that there is no component of the human resources management system, such as career planning.

In analyzing from 2015 to 2017, we note that volumes of sales after a slight decline in 2016 continue to grow. Not significant growth is due to inflation and unstable situation in the country.

From the results of the analysis of such forms of reporting as the Balance Sheet and the Statement of Financial Results, it can be noted that PJSC "Ukrtelecom" is beginning to

develop actively, increases its production capacity and sales volumes.

Therefore, it is possible to make the following recommendations to this enterprise: to invest in fixed assets of the enterprise, to modernize outdated equipment and, if possible, to raise funds in order to have a greater material base for rapid development, which in turn will reduce the cost of production.

PJSC "Ukrtelecom" is a rather stable enterprise, although it has a negative tendency. In addition, you need to focus on human resources, use new motivation, employee support and career planning.

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#### **Управление персоналом в эпоху цифровых технологий: оценка основных тенденций и заинтересованные стороны**

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Устойчивое развитие компании зависит от множества факторов. В статье рассматриваются теоретические и практические аспекты управления персоналом на современных предприятиях в сфере телевизионных и коммуникационных услуг. Авторы отметили, что в последнее время теоретические и практические аспекты управления человеческими ресурсами развивались в различных направлениях. В связи с этим были исследованы теоретические основы развития и сохранения управления человеческими ресурсами. Авторы проанализировали современные мировые процессы трансформации рабочей силы, что дает основу для будущих исследований и создает предпосылки для совершенствования системы управления персоналом на отечественных предприятиях. Авторы подчеркивают, что основной целью эволюции и развития управления трудовыми ресурсами является эффективность использования труда, поиск потенциала работников, применение методов и приемов для мотивации и поддержки персонала. В свою очередь изменение организационной среды на рынке должно подтолкнуть менеджеров к повышению эффективности производственного процесса, созданию современных конкурентных преимуществ и учету рентабельности человеческих ресурсов. Исследование особенностей функционирования телерадиокомпаний дало возможность дать рекомендации по совершенствованию системы управления персоналом. Это улучшит производство, сократит затраты и в то же время обеспечит стабильное существование и дальнейшее развитие организации. Приведенное сравнение управления персоналом ПАО «Укртелеком» и Vodafone Group PLC позволяет сделать вывод о том, что для быстрого реагирования на современную проблему необходимо ориентироваться на опыт иностранных компаний, внедрять современные инструменты управления.

*Ключевые слова:* управление персоналом, мотивация, потенциал, эффективность, цифровизация.

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**Управління персоналом в епоху цифрових технологій:  
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Сталий розвиток компанії залежить від багатьох факторів. У статті розглядаються теоретичні та практичні аспекти управління персоналом на сучасних підприємствах в сфері телевізійних і комунікаційних послуг. Автори зазначили, що останнім часом теоретичні та практичні аспекти управління людськими ресурсами розвивалися в різних напрямках. У зв'язку з цим були досліджені теоретичні основи розвитку управління людськими ресурсами. Автори проаналізували сучасні світові процеси трансформації робочої сили, що дає основу для майбутніх досліджень і створює передумови для вдосконалення системи управління персоналом на вітчизняних підприємствах. Автори підкреслюють, що основною метою еволюції і розвитку управління трудовими ресурсами є ефективність використання праці, пошук потенціалу працівників, застосування методів і прийомів для мотивації і підтримки персоналу. У свою чергу зміна організаційного середовища на ринку має підштовхнути менеджерів до підвищення ефективності виробничого процесу, створення сучасних конкурентних переваг і обліку рентабельності людських ресурсів. Дослідження особливостей функціонування телерадіокомпаній дало можливість дати рекомендації щодо вдосконалення системи управління персоналом. Це поліпшить виробництво, скоротить витрати і в той же час забезпечить стабільне існування і подальший розвиток організації. Проведене порівняння управління персоналом ПАТ «Укртелеком» і Vodafone Group PLC дозволяє зробити висновок про те, що для швидкого реагування на сучасну проблему необхідно орієнтуватися на досвід іноземних компаній, впроваджувати сучасні інструменти управління.

*Ключові слова:* управління персоналом, мотивація, потенціал, ефективність, цифровізація.

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