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THEORETICAL AND METHODOLOGICAL ANALYSIS OF THE BASIC CONCEPTS OF ENTERPRISE PERSONNEL MANAGEMENT IN THE CONTEXT OF TRANSFORMATIONS OF THE MODERN ECONOMY

The article presents a comprehensive theoretical and methodological analysis of the basic concepts of enterprise personnel management in the context of a transformational economy, which is marked by digitalization, globalization, labor market instability, and increasing competition for highly qualified human resources. It has been proven that both academic discourse and practical HRM applications are characterized by terminological ambiguity in the use of key concepts such as «personnel», «staff», «human resources», «labor potential», «personnel management», and «human resource management». The lack of clearly defined logical and semantic boundaries between these categories complicates the development of a unified methodological framework for implementing effective personnel policies and HR strategies. The article explores key approaches to the interpretation of these concepts in the works of Ukrainian and foreign scholars, identifying conceptual differences between administrative and strategic models of personnel management. Particular attention is paid to the definitions and semantic content of the terms «personnel management» and «human resource management», taking into account the socio-cultural, economic, and psychological factors that shape modern HRM approaches. The author proposes original definitions of these concepts, and introduces a new term – «multinational human resource management» – which reflects the specific characteristics of managing cross-cultural teams and the challenges of a globalized labor market. A special focus is placed on adapting personnel management terminology to international standards and practices applied in transnational corporations. It is established that global companies require specific mechanisms for developing HR strategies that consider intercultural communication, workforce mobility, flexible motivation systems, and the expanded functions of HR departments beyond traditional administrative responsibilities. As a result of the study, a unified conceptual approach to the use of fundamental personnel management terms has been developed. This approach can serve as a foundation for scientific research, practical implementation, and educational programs in HR management. The materials of the article contribute to strengthening the theoretical foundation of HRM, improving the effectiveness of managerial decisions related to human resources, and ensuring the strategic development of enterprises under the conditions of modern global challenges.

Keywords: personnel management, human resource management, terminological apparatus, HRM, transformational economy, globalization, multinational human resources.

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ТЕОРЕТИКО-МЕТОДОЛОГІЧНИЙ АНАЛІЗ БАЗОВИХ ПОНЯТЬ УПРАВЛІННЯ ПЕРСОНАЛОМ ПІДПРИЄМСТВ У КОНТЕКСТІ ТРАНСФОРМАЦІЙ СУЧАСНОЇ ЕКОНОМІКИ

У статті здійснено ґрунтовний теоретико-методологічний аналіз базових понять управління персоналом підприємств в умовах трансформаційної економіки, що характеризується цифровізацією, глобалізацією, нестабільністю ринку праці та зростаючою конкуренцією за висококваліфіковані трудові ресурси. Доведено, що в науковому дискурсі та практичній площині управління персоналом спостерігається розмитість у використанні таких термінів, як «персонал», «кадри», «людські ресурси», «трудова потенція», «управління персоналом», «управління людськими ресурсами». Відсутність чітких логіко-семантичних меж між цими категоріями ускладнює формування єдиної методологічної бази для впровадження ефективної кадрової політики та HR-стратегій. У статті розглядаються основні підходи до тлумачення вказаних понять у працях українських та зарубіжних учених, виокремлюються ключові ознаки концептуальних відмінностей між адміністративним і стратегічним підходами до управління персоналом. Проаналізовано зміст понять «управління персоналом» та «управління людськими ресурсами», з урахуванням соціокультурного, економічного та психологічного контекстів, що формують сучасні підходи до HRM. Запропоновано авторські трактування цих понять, а також уведено нове поняття – «управління багатонаціональними людськими ресурсами», яке враховує специфіку транснаціонального середовища, культурну різноманітність і виклики глобалізованого ринку праці. Особливу увагу приділено питанням адаптації термінології управління персоналом до міжнародних стандартів і практик, що використовується у діяльності транснаціональних корпорацій. Визначено, що глобальні компанії потребують особливих механізмів формування HR-стратегій з урахуванням міжкультурної взаємодії, мобільності кадрів, гнучких систем мотивації, а також розширених функцій HR-служб, що виходять за межі традиційних адміністративних завдань. Результатом дослідження стало формування уніфікованого підходу до вживання базових понять у сфері управління

персоналом, який може бути використаний як концептуальна основа для розробки наукових досліджень, практичних рішень, а також освітніх програм з менеджменту персоналу. Матеріали статті сприятимуть удосконаленню теоретичної бази HRM, підвищенню ефективності управлінських рішень, що стосуються персоналу, та забезпеченню стратегічного розвитку підприємств в умовах сучасних викликів.

Ключові слова: управління персоналом, управління людськими ресурсами, категоріальний апарат, HRM, трансформаційна економіка, глобалізація, багатонаціональні ресурси.

Formulation of the problem. The current stage of economic development is characterised by profound transformations associated with globalisation, digitalisation, market instability and growing demands on the efficiency of enterprises. In such circumstances, human capital, its quality, professional competences, and the ability to adapt and innovate are of particular importance. HR management is becoming not only a functional area of management, but also a strategic resource that determines the competitive advantages of business entities. At the same time, practice shows that effective HR management is complicated by the lack of established terminology and ambiguous interpretation of key concepts in the scientific and applied fields. The concepts of «personnel», «staff», «human resources», «labour potential», «personnel management» are often used synonymously, but each of them has its own semantic specificity, which reflects a certain approach to management activities. Such terminological vagueness creates difficulties in forming a unified methodological framework for developing HR policies, evaluating the effectiveness of management decisions, and implementing modern HR technologies and digital tools. In addition, the lack of systematisation and understanding of the basic concepts of HR management leads to the formalisation of this area at many enterprises, which, in turn, reduces the efficiency of using human resources. Therefore, there is a need for a deep theoretical and methodological analysis of the essence and content of the main categories of personnel management, their development in the historical and modern context, definition of structural elements, functional content and role in the management process. The relevance of the problem is determined by the need to unify the terminology, which will improve approaches to personnel management at the level of enterprises of various forms of ownership and industry, as well as form a holistic conceptual framework for further research and practical implementation of the results.

Analysis of recent achievements and publications. In the context of transformational changes in the modern labour market, digitalisation of business processes and increased competition for highly qualified personnel, the issue of conceptual rethinking of the concepts related to personnel management is actively discussed in the works of Ukrainian and foreign scholars. Ukrainian researchers, in particular O. Gudz [1], S. Lytvynenko [2], T. Mostenska [3], emphasise the importance of a clear distinction between the concepts of «personnel», «staff», «human resources», pointing out the need to adapt the national terminology base to modern international approaches. The publications of V. O. Savchuk [4] and I. M. Kozlovsky [5] focus on the connection between the concepts of «personnel management» and «human capital management», which demonstrates a shift in focus from a technocratic approach to a strategic and human-centred one. Foreign researchers also pay considerable attention to the problem of structuring concepts in the field of HRM (Human Resource Management). The works of D. Ulrich and his colleagues examine the transformation of the HRM function into a strategic business partner. M. Armstrong [6], in his HRM model, emphasises the difference between

traditional HR administration and innovative human resource management. The studies of W. Stacey and A. Buchanan [7] draw attention to the importance of a clear terminology for the formation of an effective system of motivation, leadership and organisational development. Despite the existence of a significant theoretical body of work, the issue of systematising basic concepts in the field of HRM remains open, given the variability of approaches, different methodological foundations and differences between national and corporate practices. This necessitates a critical rethinking of existing interpretations, clarification of the categorical apparatus and development of a unified logical and semantic framework for further research and application in the field of HRM.

The article is aimed at carrying out a theoretical and methodological analysis of the basic concepts of enterprise personnel management, identifying the peculiarities of their evolution, clarifying the content and logical and semantic delineation of categories with a view to forming a unified terminological apparatus that ensures the integrity of approaches to the development of an effective personnel management system in a transformational economy.

Presentation of the main material. In modern conditions, where an important condition for the survival of any enterprise is its competitiveness, the problem of efficiency in the use of all available resources is the most urgent. It is obvious that people are the most unpredictable and diverse resource, so the choice of the most effective approach to the management of this resource is a rather time-consuming process, including the use of non-standard methods and ways of organising activities, taking into account the individual characteristics of each employee.

Nowadays, the modern world is considered as a global one, and all industrial and economic relations tend to internationalisation. A huge number of organisations compete with each other already on the world market. All these phenomena and processes are characterised as the era of globalisation, the interpretation of the term of which was first given by Robertson R [2], denoting globalisation as a process of ever-increasing impact of various factors of international importance on the social essence in individual countries.

Some scholars note that today's largest companies are quite interested in integration into the global market, which implies the opening of their foreign representative offices, as well as the location of part of production near consumers [5].

Defining globalisation, De Wit, B. and Meyer R. [3] emphasise the «convergence and complication of connections on a worldwide scale», M. McLuhan [5] – on information technology, which, in his opinion, has made the whole world a «global village». Levitt T. [5] – on the replacement of multinational companies by global companies as an effective competitor at the international level. Global companies operate in different countries, adapting the results of their labour to the specifics of the market of a certain country with minimal costs. Global management of companies dictates the revision of existing and development of additional strategic approaches to all HR management processes.

As a consequence of globalisation, emerging migration movements change the established staff composition of enterprises, it becomes characterised not only by multinationality of personnel speaking the language of the country of departure, but also by a significant number of people of different nationalities with a different level of understanding of the language of the host country. In this connection, certain difficulties in human resource management arise.

Internationalisation of personnel management is understood as adaptation, restructuring of strategies, reality and ways of influence on personnel to economic, socio-cultural and legal conditions of multinational economic entities, which requires the development of new mechanisms that take into account the goals of the given enterprise and brought in factors of the external environment.

In scientific literature, the terms «personnel management» and «human resource management» are most often used. Other terms may also be encountered: labour resource management, human capital management, personnel management, personnel management [8]. In the translated literature one can also meet such concepts as: personnel management, personnel administration – personnel management, the term human resource management (HR-management), etc. Also in the terminology the term personnel relations is used, defined as relations with personnel, including intra-organisational PR and conflict management.

Within the framework of the article we will consider the concepts of «personnel management» and «human resource management».

Scientific sources present points of view defining the term «personnel management», which focus on different aspects of this concept: organisational (objectives and methods that ensure the achievement of management goals) and substantive aspects (management functions).

For example, some researchers note that personnel management can be considered, on the one hand, as a process of development and implementation of a system of measures to ensure the effective use of labour potential of each employee of the enterprise, and, on the other hand, as a purposeful activity of the management staff of the organisation [6].

There are a number of opinions that personnel management is a process of planning, selection, training, evaluation, education and motivation of personnel aimed at their effective use and achievement of the goals of the enterprise and employees [3].

Another approach, on the contrary, focuses on the content part of the personnel management process, understanding it as a structure of coordinated measures (organisational, social and economic) that create prerequisites for optimal activity, development, productive application of employees' capabilities at the organisational level.

When studying personnel management at the international level, some scientists define this concept as a set of personnel policies, principles, technologies and methods of working with employees at headquarters and foreign divisions [5].

The most accurate, in our opinion, is the following definition [7]. Personnel management is a complex management activity implemented in organisations, which contributes to the effective formation, use and development of labour potential of employees to achieve the goals of the organisation, group and individual goals of employees.

Having studied and analysed various sources, we came to the conclusion that human resource management is a holistic, consistent influence on the processes of formation, use and development of employees at the organisational level to obtain maximum material benefit from their goals and competencies.

The term «human resource management», which has become widespread in recent decades, reflects the changing role and place of a person in the labour process.

According to Armstrong M. [6] 'human resource management (HRM) can be defined as a strategic and logically consistent approach to managing the most valuable asset of an enterprise: the people working there, who collectively and individually contribute to the solution of the enterprise's tasks'. This opinion is also held by other scientists, defining human resource management as a special type of management activity, the main object of which is a person, his values, needs, his knowledge, skills and abilities, intellectual potential.²⁰

The definitions of these researchers of the essence of human resource management allow us to conclude that each employee is considered as a value asset of the company.

We should agree with the position of those researchers, according to whom human resource management is aimed at creating such conditions of activity for employees that would allow them to develop their human potential to the maximum extent while developing their loyalty to the organisation.

Kovalov Y. analysing the fundamental differences between personnel management and human resource management points out that the attitude to personnel as a human resource is based on the consideration of specific personal and psychological properties of people capable of continuous improvement and development, conscious setting of certain goals, which is the most important and long-term source of increasing the performance of any society or individual organisation [9].

The most accurate, in our opinion, is the position of Hyman J., Mason R.: «The basis of the modern concept of human resources is the recognition of the economic feasibility of investment in attracting personnel, maintaining their ability to work, training and professional development, creating conditions for a fuller identification of opportunities and abilities inherent in the individual. Human resources are able to create income for the employer, the amount of which depends on labour productivity, its duration and efficiency» [7].

Human resource management in an international environment implies taking into account a number of specific features that are absent in firms operating within one country. In this regard, we consider it appropriate to consider the definitions of researchers in the field of human resource management in international (multinational) companies.

Bratton J., defining the essence of human resource management in a multinational company, points out that these are tasks and activities that arise in the process of strategic interaction between companies in the international space, allowing the implementation of international objectives of these organisations [7].

Stahl G. K., Björkman I. define human resource management in an international company as tasks, activities, policies and practices of HRM that arise as a result of strategic activities of international companies and contribute to the realisation of international interests and objectives of these companies [5].

In our opinion, the above definitions have a certain disadvantage, in particular, they focus on the realisation of interests of international companies and do not take into account the specifics of human resource management in them. In our opinion, the specifics of human resource management in international companies are primarily influenced by cultural and economic factors, issues of labour force movement, and specifics of communications. Various processes of human resource management (such as recruitment, development, motivation) represent united components of human resource management policy.

In this regard, we consider the position that indicates that the peculiarities of human resource management at the international level are the increase in the number of functions of employees responsible for working with personnel; increasing complexity of tasks of working with personnel; the need to address the domestic and social issues of employees and their families; variability and uncertainty of external factors [6].

Based on the study of approaches to the essence of human resource management, let us formulate the author's definition of this concept.

Human resource management is a strategic and coordinated approach to management by means of which the organisation's personnel is hired, trained, developed. It emphasises that personnel is a significant organisational resource from the point of view of maximising benefits for the organisation, which is an important part of the modern management paradigm.

We will also give our own definition of the term «multinational human resource management».

Management of multinational human resources is a managerial impact aimed at stabilisation of a heterogeneous cross-cultural team, its professional development (with specific adaptation and training), motivation and stimulation to perform the tasks facing the organisation, elimination of social and interethnic tension between employees - representatives of different countries, in order to improve the performance of the organisation.

Thus, we conclude that the category of «human resource management» complements the concept of «personnel management», covering the totality of social characteristics and personal and psychological properties of people. It is human resource management that focuses on

the acquisition, development, motivation and maintenance of employees in the organisation, has a priority goal of creating a special socio-cultural environment within the organisation, which is conducive to the development of employee commitment to achieve its strategic objectives of the company.

Conclusions. The study found that modern transformational processes in the economy caused by globalisation, digitalisation and dynamisation of the labour market put forward new requirements for the personnel management system at enterprises. The analysis of existing approaches has shown that there are differences in the interpretation of basic concepts such as «personnel», «staff», «human resources», «personnel management», «human resource management», etc. This complicates the formation of a holistic conceptual approach to the development of an effective personnel policy, implementation of HR technologies and personnel assessment systems. It is substantiated that the concept of 'personnel management' is traditionally focused on administrative functions and ensuring the fulfilment of labour tasks, while «human resource management» reflects a strategic approach to the formation, development and preservation of human capital as a key asset of an organisation. Accordingly, the author has proposed his own clarification of the essence of both concepts, and also introduced the definition of «management of multinational human resources» as a specific area in the context of globalisation. As a result of the theoretical and methodological analysis, the article concludes that effective HRM requires logical and semantic differentiation of concepts, building a unified terminology base and taking into account socio-cultural, economic and psychological aspects in HRM. Particular attention should be paid to international management experience, in particular the practices of multinational companies that successfully adapt HRM systems to a multicultural environment.

Thus, the unification of concepts and the formation of a common conceptual framework in the field of human resources management is a prerequisite for the development of scientific knowledge, harmonisation of management practices and ensuring the flexibility and adaptability of enterprises in the dynamic environment of the modern economy.

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