

A MODERN VIEW OF HUMAN RESOURCES MANAGEMENT IN COMPANIES: A PRACTICAL CONTEXT

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Changes in the labor market landscape are the basis for changes in human resource management (HRM) policies and tactics. In essence, this is an impetus for managerial transformations. Among the main reasons for changes in the field of HRM, scholars and practitioners call the following: 1) globalization, 2) technological progress, 3) changes in social expectations, 4) changes in organizational or corporate culture [1-4]. Of course, organizations must take into account modern trends in order to effectively manage human capital. And this applies to small and medium-sized companies [5]. As a result, it is necessary to understand the challenges and innovative strategies that organizations around the world use in HRM.

Increasingly, the practice of personnel management uses the integration of strategic management and HR practices. Let us give an example. The authors, Boxall and Purcell, indicate and describe the critical importance of aligning human resource management practices with the overall strategy of the organization, which is the basis for maximum efficiency [4]. Their work actively explores various strategies and methods by which HRM is able to achieve company goals.

We want to note the significant contribution of the talent management strategy to the effectiveness of HRM.

After all, HRM specialists must do the following:

- identify and hire the best employees,
- create an environment that encourages such employees to be committed to the business and the long-term.

This requires the development and implementation of an innovative strategy for attracting and retaining the best talents.

Such a strategy is a strategy of a strong employer brand. In essence, this requires steps to develop a positive reputation of the employer, which is able to become desirable for potential employees. As part of this strategy, it is advisable to develop compensation payments to talents. In addition, it is

important to create a positive working environment for talented employees. A positive workplace in this context means that it should be favorable, useful, and provide effective communication. Also, an important step in this strategy is the opportunity for the professional development of the employee. This opportunity is provided by continuous training and promotion. The discipline of human resource management focuses on maximizing employee productivity and taking preventative measures to protect the company from any problems that may arise regarding personnel. In a general sense, the HR department helps to maintain the culture and core values of the company. Equally important to this strategy is reward. Empower employees by providing them with the autonomy and resources they need to succeed.

To ensure such a strategy, it is necessary to use technology, because digitalization is the reason for changes in approaches to HRM. Let's name such tasks as candidate tracking, adaptation, productivity.

Data analytics. This tool is useful in monitoring employee engagement, identifying areas that need improvement [6; 7].

We suggest the following steps for creating a comprehensive talent development strategy plan for your company: 1) Setting business goals and objectives. 2) Strengthening your company culture. 3) Assessing talent needs and availability. 4) Addressing gaps and needs. 5) Creating a succession plan.

The final step involves creating a succession plan. This is the plan that is effective for recognizing, nurturing, and promoting employees to key roles in your company.

As a conclusion of the conducted research, we have determined the importance of human resource management for the viability of the company. The emphasis on talent acquisition and retention ensures innovative processes. The HR department should strengthen its work on adequate training in accordance with the expectations of employees. All this confirms that human resource management is not limited to traditional practices, but requires an advanced approach for greater efficiency.

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MANAGEMENT OF THE DEVELOPMENT OF INTEGRATED STRUCTURES IN THE AGRICULTURAL SECTOR IN WARTIME CONDITIONS

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The presence of a large number of small-sized agricultural enterprises, farms, family farms and personal peasant farms that produce marketable products, and the further deepening of the division of labor due to the expansion of economic globalization objectively require the search for effective methods of organizing agro-industrial production and managing their development. Hence the need and significance of studying these complex relations, especially in conditions of uncertainty (war), expansion of economic globalization and entry into the European Economic Community at the micro-, meso- and macro-levels with the participation of individuals and legal entities involved in the creation of agro-industrial products [1, p. 211-219].