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are the Driving Force of the  
Development of Scientific  
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4. The components of both models are interconnected, which means that in practice it is possible to use both models separately and in the system, using any available information to improve work processes.

It is important to note that the tools for modeling effective delegation of authority are not limited to the two considered models. Of interest, for further research, there are not only binary comparisons of models, but also ternary ones, as well as the analysis of a set of models, which can lead to unexpected ways of increasing the effectiveness of the delegation process.

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## MODERN TOOLS AND FEATURES OF HR ANALYTICS APPLICATION IN THE ORGANIZATION

**Hridin Oleksandr**

Candidate of Economic Sciences, Associate Professor  
Department of Management, Business and Administration  
[aleksandr.gridin2015@gmail.com](mailto:aleksandr.gridin2015@gmail.com)  
State Biotechnological University, Ukraine

HR analytics is a set of processes for collecting, processing, and analyzing data related to personnel and HR processes in an organization, which are carried out to make management decisions and improve HR management.

HR analytics is focused on finding and identifying existing and potentially possible dependencies and influences, which allows to identify the problem, identify the root causes of its occurrence and provide an adequate assessment of the state of the HR management system in accordance with certain parameters [4-5]. At the same time, it must necessarily correspond to modern realities and requires periodic and comprehensive changes in the data collection and processing system.

HR analytics has a number of specific features that qualitatively distinguish it from other data analysis methods, in particular [5]:

– Firstly, it not only significantly helps HR employees in the process of performing their functional duties, but also helps to solve other problems of the organization;

– Secondly, it allows for a very efficient systematic analysis of big data sets that come in various formats and from a wide variety of sources;

– Third, it focuses on the use of modern, progressive tools and methods, including methods of mathematical linguistics, statistical analysis, artificial intelligence, predictive analytics, crowdsourcing (intellectual collaboration), etc.;

– Fourth, it helps to develop a model for predicting the degree of influence of management decisions in the field of HR management on business processes and performance of the organization;

– Fifth, it makes extensive use of a variety of modern data visualization tools to illustrate indicators, etc.

HR analytics allows organizations to be more competitive, manage staff more efficiently, maximize their human resources potential, reduce overall costs, and increase employee satisfaction and loyalty [1; 3].

It should be noted that HR analytics is becoming increasingly important for organizations every year, as it helps to optimize internal processes, increase productivity, and improve the quality of staff work, which, despite everything, remains a determining factor in successful development and competitiveness [2].

It should be noted that in order to carry out a comprehensive employee assessment, organizations can use a variety of methods and tools aimed at determining and analyzing the productivity, efficiency, quality of work of employees, etc. The main ones are as follows:

– HR information systems (HRIS) are software solutions that allow organizations to keep detailed records of working hours, vacations, projects, tasks, and a number of other aspects of employee performance, as well as provide all the necessary analytical functions to assess staff productivity;

– Performance management software is a system that specializes in keeping records and evaluating employee performance and allows you to create and track goals and key performance indicators (KPI), set ratings, and generate performance reports;

– A 360-degree assessment is a highly effective method that involves evaluating employees not only by their line managers, but also by colleagues, direct reports, and other stakeholders in various aspects (professionalism, communication, analytical skills, initiative, leadership skills, corporate culture, etc.);

– Task-based evaluation is an approach that involves setting specific tasks for employees, whose performance is evaluated based on the degree and quality of performance, as well as the actual level of results achieved compared to the desired level. That is, instead of evaluating processes or activities, this approach involves evaluating employees based on their results and individual contribution to the achievement of the organization's strategic goals;

– Performance appraisal by objectives and key results (OKR) is a performance management system designed to encourage organizations to set, communicate and

monitor common organizational goals and results. Specific goals and key results for each employee are methodically defined, allowing them to be tracked;

– Artificial intelligence (AI) applications can be used to automatically assess performance by analyzing raw data and algorithms;

– Lean, Six Sigma, and similar methodologies used to identify and correct inefficient processes in order to improve productivity and quality of work;

– Rating Systems – involves the development of ranks and ratings for assessing employee performance based on the establishment of objective criteria, such as competence, performance, abilities, etc.;

– Use of psychometric assessments and tests to measure cognitive, personality, and other characteristics that may affect performance;

– Measuring the productivity of employees who work remotely from their main physical workplace through the use of monitoring systems that track activity and time spent working on a PC, etc.

At the same time, the selection of the necessary tools for personnel assessment that would best meet the needs and specifics of the organization must necessarily take into account its characteristics and goals.

Conclusion. The use of modern HR analytics methods and tools by organizations allows them to make informed management decisions based on objective facts and reliable information. HR analytics helps to identify and determine the level of influence of various factors on staff performance, identify potential problems and risks, and predict their consequences. The use of HR analytics allows you to be constantly prepared for permanent changes, quickly adapt to new trends in HR management, and plan future activities based on objective data. Only organizations that are able to implement comprehensive HR analytics and effectively use its data are able to increase employee satisfaction and loyalty, as well as improve overall business performance.

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