



DIGITALIZATION OF PERSONNEL MANAGEMENT TECHNOLOGIES

Jo'rayev Vohid Tojimamatovich

Associate Professor of Fergana State University

Annotation

Thanks to digitalization, the process of setting tasks and evaluating the quality of their implementation becomes automated, transparent, centralized, efficient and, most importantly, its result is accumulated structured information. Today, you can track how a particular employee has developed since he took office. Previously, it was necessary to fill out and scan such documents manually, but now this process is fully automated and unified. This reduces the risk of errors to a minimum and reduces the time for processing information. Moreover, the analysis of employee data allows you to evaluate the effectiveness of individual departments of the company. The article examines the current state of digitalization of personnel management technologies, the experience of individual companies.

Keywords: digitalization, digital technologies of personnel management, HR.

Today, the problems of employees' health and their well-being during the working day are relevant all over the world. At the same time, there is an active digitalization of society, economy, and education. Healthcare is also moving towards the introduction of digital technologies and automation of processes.

Digitalization of people's lives as a whole inevitably affects all traditional spheres of activity, and HR is no exception. New high-tech tools and solutions are rapidly coming to this industry, without which further development is no longer possible. Due to this, a new ecosystem of digital recruitment is being formed.

The HR community today pays a lot of attention to the automation of business processes. Digitalization for him is no longer a vague prospect, but an integral part of everyday life. Modern technological solutions have changed the basic principles of office work.

For HR, it is, first of all, the organization of a digital environment around employees. For example, planning a business trip or vacation, registering overtime hours, coordinating unforeseen expenses, taking advanced training courses (lectures, trainings, webinars) through your personal account.

The process of setting tasks and evaluating the quality of their implementation becomes centralized and efficient, the risk of errors is minimized, and the time for processing information is reduced. Multivariate analysis of employee data and the





ability to visualize them helps to evaluate and improve the efficiency of individual departments of the company. The exchange of news and information within the company becomes easier and more convenient due to the presence of an internal portal where news, documents, and basic information are posted. There is also a discussion of certain topical issues. Thus, digital transformation increases the efficiency and openness of the company's business processes.

All "non-creative" HR activities need step-by-step automation. It is necessary to automate such tools as, for example, the system of internal corporate notification and information exchange. In some cases, the possibility of automated messaging and news allows you to free up valuable employees' time to solve creative tasks.

There are specialized companies that will help determine when and why employees leave the company, how expensive it costs the organization. The analysis of big data will reveal on the basis of which criteria the optimal candidate should be selected from the applicants. Data analysis will also help to analyze the profitability of personnel, for example, to link the company's business indicators with the personal characteristics and behavior of employees, hire the most effective specialists, identify the most successful behaviors, offering the whole team the most effective action scenarios, identify the most talented specialists.

HR specialists correlate work efficiency and personal qualities of candidates in order to invite the most productive employees. The recruiting department is able to form a portrait of the ideal candidate based on the analysis and determine exactly where to look for the right people.

Digitalization technologies in HR are used to improve business efficiency, build the right strategy, and identify opportunities to realize hidden potential. Cognitive analytics based on big data can be used for key HR decisions (search for the most suitable candidates in the database, the ability to enter a job description into the system and determine the name and job description, salary and hiring rules, forecast the risk of outflow of the most valuable employees, support for chatbots and other automated assistants).

Digital transformation is based on three components: technological, educational and communication. It is necessary to develop these areas in order to create an environment that makes employees more flexible and proactive, which will contribute to effective digitalization.

In order for innovations to become possible, it is necessary to make information about the benefits of digitalization as open and accessible as possible, conduct comprehensive instruction, webinars and other educational initiatives. Adaptation to





new conditions and transition to their active application in work require a gradual transition.

Some time ago, the recommendations of HR specialists were based on the assumptions "what is good and what is bad". At the digital stage of development, these recommendations are more rational and better understood by business. Taking into account the high interest in psychological and technological practices, the readiness for change is quite high, but still, not everyone is always ready for the technological modernization of personnel management.

However, internal corporate and legislative restrictions, as well as some peculiarities of mentality, may prevent the implementation of all conceived. In some cases, the lack of budgets sufficient for the modernization and automation of HR processes hinders. In addition, in some cases, this may be prevented by hypertrophied security requirements and restrictions associated with the use of foreign servers.

Services can, first of all, replace personnel in the field of standardization of processes. With the beginning of digital transformation, the local HR departments that are engaged in recruitment, personnel development and personnel records management are replaced by a centralized HR department, whose work is complemented by HR business partners responsible for personnel development and personnel strategy in the entrusted division, service services, as well as expertise centers. New services, for example, electronic appeal, corporate portal, mobile applications for convenient receipt and exchange of information replace a number of locations where there may not be HR employees physically.

Digital transformation is becoming a natural stage in the development of the HR industry. More and more digital tools are being used to increase the efficiency and speed of solving recruitment, retention and staff development tasks.

A real revolution is taking place in the field of personnel management – "buffering". For example, the entire Uber company, with its programmers and technologies, in fact, has one large HR department whose task is to manage a huge human resource: recruit drivers, evaluate the quality of their work, engage in training, track their career progression, calculate remuneration and dismiss if necessary. All these procedures at Uber are fundamentally digital, automated and online.

HR activity today is increasingly moving to the clouds and the mobile plane. This increases the speed of specialists' work and, ultimately, their efficiency. Another area where the activity of recruiters is becoming more noticeable is social networks, which provide huge amounts of data about applicants.





When searching, selecting and hiring managers and top managers, the employer companies themselves account for over 60%, and HR providers are increasingly using social networks.

At the same time, HR Digital tools are aimed at improving the efficiency and speed of solving traditional tasks. We are talking about a transparent system of motivation and evaluation of personnel, impeccable compliance with the payment of salaries and bonuses, an understandable system of training skills necessary for the implementation of tasks.

Digitalization, automation, robotization – all these processes have a significant impact on the transformation of the labor market. New technologies change the usual functionality of specialists in each of the professional fields every day. And these tools need to be integrated into business processes. Automatic recruitment of personnel in large companies is already carried out by bots, in retail and banking they are used especially widely. It is advisable to use artificial intelligence where clear instructions and rules can be followed. For example, bots do a primary analysis of the database of applicants' resumes on formal grounds. They also call suitable candidates.

Headhunter points to the automation of all processes as one of the main drivers of the digital revolution in HR. This can be the automation of recruiting using ATS (Applicant Tracking System – job seekers management system), automation of compensation management or the introduction of modern cloud information systems that improve business efficiency. Today, every fifth Russian company has automated processes of communication, training and personnel evaluation, and only 15% of organizations process everything manually.

In the near future, companies will be divided into two types: either fast or fast burning. Only those who will respond to changes in a timely manner will be able to survive in the era of high speeds. According to experts, this future has already arrived. The effectiveness of organizations is determined today by their flexibility and mobility, and the key qualities of managers are their ability to work in conditions of chaos and volatility, while maintaining a systematic vision of the prois

All successful organizations, one way or another, follow the path of increasing the efficiency (efficiency coefficient) of their employees and reducing costs, especially in terms of routine or similar work. It is not surprising that this trend has also affected the field of personnel management. And it's not just about using digital tools to recruit new employees or analyze the effectiveness of existing ones.

Today, the staff has changed qualitatively, and representatives of the new generation need a fundamentally different motivation system to work effectively. In addition, modern employees are looking for a company that would provide them with





opportunities for personal development. This means that along with the usual brand of the company, in fact, it is necessary to develop the HR brand in parallel, and this should also be done in a digital environment.

Young employees are radically different from mature employees. The older generation remembers difficult times and economic crises, loyalty to the company, a sense of team means a lot to such employees, they are characterized by self-sacrifice and discipline.

Self-realization is important for representatives of the network generation, it is important for them to feel their own exclusivity, recognition is important for them, they do not like, and do not know how to plan something for a long time and are completely devoid of collectivism. For many of them, freedom and flexible working hours are sometimes more important than the amount of material remuneration.

Therefore, in the digital world, HR is gradually shifting towards marketing: when hiring an employee, and during his work, the company tries to meet his needs and hypertrophied perception of itself. Moreover, each employee, as a customer in marketing, has to work in a personalized way, despite the inevitable automation of routine procedures.

Another trend is the shift of interaction with potential candidates on online platforms. Moreover, these are not always popular employment portals: very often social networks give much more information about a candidate than his official resume.

Personnel management refers to management areas in which it is possible to "digitize" almost all functions up to the employee's life cycle to one degree or another. For example, the company can automatically accrue salaries and bonuses, track the passage of advanced training programs by employees, search for employees by specified parameters.

For a new generation of employees, constant feedback is extremely important: young people need to clearly understand what the management thinks about their work, where they have achieved success or what hinders their career growth.

In this sense, the automation of the motivation system in the company makes it easier to work with young employees. It allows the management to regularly evaluate employees, and the employee – literally online to see the parameters of the implementation of his plan and estimate the size of future bonuses. However, according to research, the motivation system is automated only in one out of ten Russian companies, and formal rules for awarding bonuses and bonuses do not exist at every enterprise.

An approach is required to the network generation, which consists in recognizing their merits to the management and the organization as a whole. It is necessary to formalize





and automate, for example, individual employee development plans, record their participation in team-building activities, going beyond the standard functionality, participating in mentoring systems, expanding competencies, and so on.

In the conditions of digitalization, enthusiasm and discipline are no longer enough for the effective work of the "network generation", we need to look for new forms of staff motivation, and these forms should be at least transparent to employees.

It should also be noted the forecast of Oxford Martin School, according to which by 2035, with a probability of 90 percent, recruitment will take place entirely online.

Nevertheless, digital technologies are penetrating deeper into the field of personnel management. The initial selection of resumes is automatic, video interviews and Skype interviews have long been firmly established in the practice of HR specialists, and it is easy to get comprehensive information about a candidate by analyzing his activity in social networks.

With the development of virtual reality technologies, face-to-face interviews will increasingly be reduced to virtual tests simulating real conditions. In such a situation, the system will be able to track not only the correctness or error of the candidate's actions, but also his reaction, facial expressions and gestures. In addition, a digital interview will completely eliminate subjective factors when evaluating an applicant.

The transition from an organization undergoing transformation processes to a digital organization, leadership becomes crucial, the authors of the study write. Leaders of a new type also go through several stages of transformation, and over time they begin to think differently, act and react to changes. The leader of a digital organization must imagine the digital future of his company, understand how to blur the boundaries that hinder transformation, how to stimulate innovation and train his employees to work in a new paradigm. The top management of the company should, on the one hand, cut off dead-end development trajectories in time, on the other - encourage the activity and self-organization of employees.

Accordingly, it is extremely important for modern organizations to be able to maintain a decent level of competitiveness in the short term. This means that the HR management service should work as quickly as possible, which is impossible without digital technologies.

Let's consider the practical experience of using digital technologies in SAP CIS.

The organization focuses on simplifying the HR organization, and one of the pillars is the standardization of processes. Before the management started the transformation of the personnel function, its own solutions were implemented in each representative office of the company, and the local HR department was engaged in recruitment, personnel development, and personnel records management.





When the decision on digital transformation was made, the concept changed. HR business partners have appeared in the structure of the centralized personnel department (they are responsible for personnel development and personnel strategy in the entrusted division), service services and expertise centers. For example, in order for an employee to receive a document, he needs to create an electronic appeal (ticket) to HR or go to the corporate portal and receive the document automatically. These services cover a huge number of locations where there are no HR employees physically.

Quite a lot of mobile applications have been implemented that make it possible to conveniently receive information and share it with your colleagues. There has been a transformation of services from "We accept your request" to "We offer a solution". Cognitive analytics based on big data works throughout the company. There are several key decisions for HR direction.

Resume Matching application allows, by entering an informal job description into the system, to find the most suitable candidates in the resume database; Job Standardization makes it possible to enter a job description into the system and then categorize it, that is, to determine that it is actually an existing vacancy with a specific name, job description, salary and hiring rules; Employee Flight Risk Prediction predicts the risk of outflow of the most valuable employees; Conversational AI Platform is the basis for chatbots and other automated assistants in all lines of business; Bias Language Checker brings vacancies to a neutral form in order to remove from their description parameters that can be attributed to discrimination on any basis. The last of the listed applications is not relevant for Russia yet, but there are countries where it is actively used.

Thus, the HR service of a modern company should be integrated into its digital culture, focus on employees and their individual development trajectories, as well as use digital tools to manage the skills of employees, their training and motivation. The use of big data analytics can help HR services in analyzing employee engagement in various projects of the organization, in finding talent, in measuring the performance of various departments, as well as, for example, to predict the dismissal of qualified and effective specialists or to prevent their professional burnout.

Digitalization, first of all, makes it possible to remove numerous routine tasks from employees, minimizing the risk of human error and freeing up time for specialists to solve more important issues, allowing them to use staff knowledge and skills more effectively in solving business problems.

Progress in the technological sphere and the availability of a full set of approaches, techniques and technologies for creating models of personnel management will soon





make a qualitative leap in this area, IBS predicts. HR management will turn into an exact science, and the HR function of the company will shift from the zone of inefficiency, where it often resides, to the point of profit generation, forming a new paradigm of HR 3.0. It is important that the link between HR indicators and the economy of the organization becomes clearer.

List of Literature

1. Буданова, М. В. (2018). Трансформация системы управления персоналом предприятия в условиях цифровизации российской экономики. *Вызовы цифровой экономики: условия, ключевые институты, инфраструктура*, с. 8-13.
2. Ведерников, В. В. (2017). Перспективы применения информационных технологий в управлении персоналом. *Современные технологии управления персоналом*, с. 83-85.
3. Игнашина, А. А. (2017). Управление персоналом крупной организации: роль современных информационных технологий. *Управление экономическими системами*, 4(20), с. 46-47.
4. Кораблев, А. Ю. (2018). Информационные технологии как фактор повышения конкурентоспособности предприятий малого и среднего бизнеса. *Азимут научных исследований: экономика и управление*, 1(22), с. 44-48.
5. Морозова, И. Г. (2016). Информационные технологии в управлении персоналом организации. *Collection of scientific papers on materials IV International Scientific Conference*, с. 30-33.
6. Хохлова, Е. Ю. (2017). Информационные технологии в управлении персоналом. *Современные информационные технологии в образовании, науке и промышленности*, с. 130-133.
7. Alimdjanovna X. M. et al. CLIMATE CONTROL AND LIGHT CONTROL IN A SMART HOME //European Journal of Interdisciplinary Research and Development. – 2022. – Т. 8. – С. 149-155.
8. Jo'rayev Vohid Tojimamatovich A. M. et al. Working With Geospatial and Descriptive Data in A Geoinformation System //Periodica Journal of Modern Philosophy, Social Sciences and Humanities. – 2022. – Т. 11. – С. 113-116.
9. Tojimamatovich J. V., Alimdjanovna X. M. Basic Concepts of the Smart Home System //International Journal of Culture and Modernity. – 2022. – Т. 17. – С. 7-13.
10. HR-Digital. URL: <https://ekaterinburg.hh.ru/article/hrdigital?from=footer>.

