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METHODS OF PERSONNEL MANAGEMENT IN THE CONTEXT OF DIGITALIZATION OF THE ECONOMY

ABSTRACT

The article considers modern approaches to methods of personnel management in the context of digitalization of the economy. It was analysed and considered of definitions of the concept of "recruitment" and modern approaches to recruitment in the conditions of digitalization. It was analyzed the foreign experience of the European Union countries on the transformation of the principles of personnel management, which allows to form the most effective modern tools and methodology of personnel management. It was carried out of world recruitment tendencies, which allowed to draw a conclusion about the concentration of this type of business in large network agencies, while preserving local recruitment markets. It was concluded that the field of recruitment is becoming more popular in the online environment, which encourages recruitment agencies to transition to the digital economy.

The analysis shows that recruitment through online tools is becoming increasingly popular. Research demonstrates the widespread use of SMM promotion strategies in recruitment, which is becoming the most common tool in the future. It was determined the specific features of recruitment methods through SMM. It was conducted to implement online recruitment activities, a SWOT analysis, the results of which allowed to form recommendations for the use of personnel management methods in the context of digitalization.

KEYWORDS

methods of personnel management, recruitment, digitalization of the economy.

INTRODUCTION

The spread of modern tools for digitization of the economy affects all areas of management and administration. In this sense, the personnel management system is no exception. Modern business conditions require new approaches to employers in the selection and management of personnel and require a quality workforce in order to respond quickly to the emergence of various opportunities or threats. However, the supply of labour in the labour market, the load of job seekers on one vacancy, unemployment and other challenges create problems in finding effective

ways to develop elements of the infrastructure of the modern labour market. Solving these problems requires the formation of a system of solutions and the development of new approaches to improving methods of personnel management in the context of digitalization of the economy. The use of digital tools for recruitment and the creation of a recruitment system at enterprises is becoming especially important. One of the most important factors influencing the situation with recruitment services is the rapid development of the search and recruitment system via the Internet, with the involvement of digital tools and social networks. That is why the growing relevance of the use of social networks as a digital tool for personnel management is a matter of special attention.

The aim of the study is the systematization of methods of personnel management in the context of digitalization of the economy, focusing on methods of recruitment through social networks, as the most modern and effective channel for recruitment.

The methodological basis of the research are the scientific works of many scientists who have made significant contributions to the development of theory and practice on the methodology of personnel management and recruitment. However, the influence of modern processes of digitalization of society on methodological approaches to the personnel management system is insufficiently studied and requires the formation and systematization of modern methods. The current state of research on the problems of recruitment services can be described as a fairly new industry, as a complete theory of recruitment technology currently does not exist. Thus, there is a need for further study of trends and problems of recruitment in the context of digitalization of the economy, which affect the development of the labour market. In studies on the mechanism of personnel management, the work of scientists such as Kachan K.P. [13], Bozhanova V. Yu.[4], Rusinko M.I. [4], Ivanov A.E. [10], Allin O.N. [1, 2], Salnikova N.I. [2], Lukhmanova A. [17], Sidorova A.[17], Samigin S.I. [24], Shchokin G. [28], Stolyarenko L.D.[24], Rozanova V.A. [22], Vesnin V.R. [5], Kafidov V.V. [12], Yegorshin A.P. [9].

Result of the study. Modern approaches to methods of personnel management and their transition to digital format began to take shape starting in 2013. However, the socio-economic crisis and the corona virus pandemic have led to an active digital transition. These processes affected the personnel recruitment system the most actively and structurally. That is why the object of research of this article will be mostly the recruitment system, as it has the greatest systemic transformations among other methods of personnel management, in the context of digitalization. These processes were exacerbated by the COVID-19 pandemic, which led companies to pursue policies of massive staff reductions, which resulted in the destruction of cohesive teams, significant economic losses, conflicts, protests and strikes.

The definition of the word «recruitment» derives from the French word „recruit" and means «hiring service». Since the Middle Ages, mercenaries have been significant figures in military history, and none of the battles took place without the participation of soldiers recruited for money. In fact, „recruiting" originally meant recruiting for military service.
Recruitment should be understood as a type of business activity, the essence of which is to provide services for the search and selection of personnel. Such an understanding of recruitment as a field of activity has emerged relatively recently. The place of its origin is considered to be the USA in the 20-40s of the XX century.

As a direction of management, theoretical and applied principles of recruitment were substantiated in the field of management consulting. The largest consulting companies, such as Deloitte & Touch and Ernst & Young, have begun to purposefully lure highly qualified specialists to their clients as an extension of their services.

The analysis of the definitions of the term „recruitment" allowed to group all the definitions of its interpretation on the basis of identification and its belonging to the recruitment system or characteristics of the business process.

The most definitions of recruitment are related to the recruitment process and only a few approaches to the interpretation of its definition link and define recruitment as a business process.

Table 1 - Definition of «recruiting» [6].

Author	Definition of "recruiting"	The main identification
Kachan K.P. [13, p. 18]	Bilateral process of recruitment and retention	The process of attracting and retaining
Lavrinenko O.S. [14, p. 4]	It is the work of finding and evaluating staff in different organizations to perform a particular job	Work on search and evaluation of personnel
Bozhanova V. Yu., Rusinko M.I. [4, p. 36]	Selection of qualified personnel for third-party enterprises for a fee	Recruitment
Ivanov A.E. [10, p.18]	Selection of personnel according to the formal requirements of the customer, taking into account the personality and business qualities, which is carried out on the basis of candidates and the response of the announcement in the media	Recruitment
Pul M.	Implementation of the procedure of recruitment and initial selection, often deeper selection, which is carried out by the organization, including during the implementation of the procedure of delay and initial selection; often during the probationary period	Implementation of the recruitment and selection procedure
Bakirova G. Kh. [3, p. 60]	The process of creating a database of employees with the necessary qualifications to meet the needs of the organization in staff	The process of creating a database
Allin O.N., Salnikova N.I. [2, p. 23]	The system of appropriate actions to attract candidates who have the qualities needed to achieve the goals of the organization	A system of appropriate actions to attract candidates
Yegorshin A.P. [9, p. 49]	The process of selecting appropriate candidates for vacancies, based on the available reserve of personnel at the labor exchange and at the enterprise	The process of selecting appropriate candidates
Graham H. T., Bennett R. [7, p. 292]	The first stage of the process of filling vacancies, it includes studying the characteristics of the vacancy, consideration of the conditions for attracting relevant candidates, establishing contacts with these applicants and receiving from them a completed application form for the job.	Stage of the process of filling vacancies, studying the characteristics
Lukhmanova A., Sidorova A. [17, p. 4]	The method of selecting the most suitable candidate for a particular position in the organization	Candidate selection method
Samigin S.I., Stolyarenko L.D. [24, p. 211]	Creating the necessary reserve of candidates for all positions and specialties, from which the organization selects the most suitable employees	Creating a reserve of candidates

Rozanova V.A. [22, p. 374]	A procedure that makes it possible to create a reserve of potential candidates for a number of positions planned by the field of work	Reserve creation procedure
Shchokin G. [28, p. 803]	Determining the psychological and professional qualities of people in order to determine their compliance with the work performed	Determining the qualities of the applicant
Vesnin V.R. [5, p. 134]	The process of studying the psychological and professional qualities of the employee in order to assign him to perform duties in a particular job or position and select from a set of applicants the most appropriate, taking into account the relevance of his qualifications, specialty, personal qualities and abilities, the nature of the activity, the interests of the organization and itself	The process of studying the qualities of the candidate
Kafidov V.V. [12, p. 48]	A series of measures and actions taken by the enterprise or organization to identify from the applicant's list the person or persons who are best suited for the vacancy and subsequent employment	Measures and actions to identify the candidate

Analyzing the concept of recruitment translated from English, it should be noted that this is interpreted as a recruitment agent. In general, recruitment is the activity of selecting candidates for available vacancies. In essence, recruitment is one of the areas of personnel management. These can be recruitment specialists, headhunters, recruitment managers, recruitment agency managers.

The modern recruitment can be divided into several types [18]:
- headhunting is a mechanism for luring employees of other companies,
usually competitors or related businesses. Today, this type is the
most expensive and popular service of recruitment agencies;
- mass recruitment - is usually carried out when opening a large company,
organization, firm or branch (for example, opening a new store or supermarket).
The cost of recruiter services, in this case, is much lower than in headhunting;
- classic recruitment implies a standard search for the ideal candidate, without
restrictions on search sources and methods of attracting potential employees;
- E-rectification is a fairly new method of finding staff
through the involvement of Internet resources.

Modern theories of management and personnel management distinguish between two types of recruitment: external and internal.
External recruitment is understood as the organization of the recruitment process in recruitment companies or recruitment agencies and act as intermediaries between customer companies and job seekers.
Internal recruitment means the process of recruiting staff exclusively for their own organization. Another name for internal recruitment is „in-house work". The main types of recruitment are presented in detail in table. 2.

Table 2 - Types of staff recruitment [18, 19, 20]

Internal recruitment	the results of the selection tests of the candidate for the vacant position
	the results of the evaluation of the internal candidate
	the possibility of internal training of the candidate for the vacant position
	analysis of the current position of the applicant and its compliance with the vacancy profile
	conditions for the promotion of the internal candidate and the possibility of changing the current position
External recruitment	concluding an agreement with staffing agencies
	placement of vacancies in the media
	posters or messages on the company's door
	contacts with trade unions and industry associations
	contacts with universities, schools, student associations, profile courses and business schools
	lectures and reports at universities and schools
	contacts with other companies operating in the same market, in terms of mutual cooperation

The digital revolution and the digitalization of society require new ideas that help work with new people who have emerged as individuals and have acquired professional skills in the digital age. Of course, it is not easy to follow all the new recruitment methods. There is a scientific interest in studying new factors influencing the recruitment process and the means of using new technologies in this area.

The main modern methods of staff recruitment, which emerged during the digitalization period, are the following:
1) Inclusive job advertisements.
Means of their use and dissemination of motivational texts, which are aimed at encouraging future employees, can repel entire groups of candidates (women, ethnic minorities, the elderly and people with disabilities). Therefore, if you need to create a universal vacancy announcement, you should use the services of a copywriter or use special programs that help write cool vacancies. They scan a bunch of documents and use that data to predict which ads will help you succeed where others fail.
2) Targeting.
Recruiting on niche sites that have potential target candidates can be quite effective. For example, Amazon publishes job postings on Tinder, and McDonald's uses Snapchat. These are great examples of how companies use unique channels to find candidates. Companies must clearly understand and know their candidates and present the characteristics of the target audience. In this direction, you can use the services of marketers and using targeting to find the best candidate for the company.
3) Video interview.
Is one of the basic and most effective methods of recruitment. Using video is the best solution for interviewing candidates who are in another city or country. Video interviews allow you to effectively use the time and financial resources of the company and potential candidates. Additionally, during the video interview, the recruiter may use special programs that scan the movements and timbre of the candidate's voice. This will allow you to make the most complete portrait of a potential employee.
4) Gig economy.
Recently, the Gig economy is gaining popularity. For example, if a company urgently needs qualified staff with certain skills, such as a graphic designer. However, the need for such a specialist is one-time, in order to involve him in certain projects, rather than

applying for a permanent job. In this case, it will be most profitable for the company to use a freelance platform. However, working with freelancers is associated with certain difficulties: tracking performance, deadlines, communication with the team. In this situation, the task of the recruiter is to find a responsible freelancer, with the prospect of future employment on a permanent basis in the company/

5) Passive candidates.

In the age of social media, it was almost impossible to get in touch with talented employees who did not need to change jobs. The emergence of social networks, including professional ones, has become a real turning point. Recruiters can now contact anyone. They can interact with passive candidates and establish communication. Even if the candidate is not currently interested in changing jobs, contact has already been established.

6) Recommendations of employees

Employee recommendations are one of the most effective methods of hiring. To create your own referral program for employees, you should make sure that it is built correctly. There are several elements of the referral program for employees are: motivation, comfort, awareness, recognition.

7) Text messages.

The recruiter reads at least 98% of the sent text messages. In addition, the response rate for messages is 45%, while for e-mails - only 6%. This suggests that messaging is a more effective way to communicate. The following messengers are widely used in modern recruitment: Telegram, Viber, Whatsapp, Instagram. Text messaging is a great way to connect with a candidate, schedule an interview, interact with candidates in the hiring process.

8) Social networks.

„Millennials" and generation „Z" prefer to look for work through social networks, 86% of young people use special groups and channels. The possibilities of social networks are endless and now go far beyond Facebook, Twitter, Instagram and LinkedIn. Recruiters should expand their search scope and look for places like Tinder or Snapchat. After all, social networks are excellent for interaction with younger generations and passive candidates [27].

It can be concluded that the field of recruitment is now becoming more modern, focused and digital channels and technology-oriented.

If the company wants to find the best candidates, recruiters need to be creative and periodically apply new methods of managing the recruitment system. The above information proves that the subject of scientific work was chosen in accordance with domestic trends and fully meets the requirements of the modern economy.

According to the experience of the European Union, as a result of the development and implementation of anti-crisis programs aimed at overcoming the socio-economic crisis, the principles of personnel management are significantly changed, which allows promoting employment of the dismissed employee social tension in teams.

Innovative methods of civilized approach in Ukrainian practice to the release of personnel have not been widely used yet, although some attempts in this direction are being implemented by large enterprises and international companies when changing ownership and enterprises with foreign capital.

World and domestic practice have accumulated rich experience in optimizing the dismissal process. The results of research by the Economist Intelligence Unit [27] show that the human factor is currently assessed by large companies in the European Union as the main risk to their business.

Despite the fact that most researchers focus on different aspects and components of personnel management in the crisis management system, the generalization of their work allows to determine the basic theoretical principles and guidelines for organizing work to overcome panic and anti-stress training, which should be used subject of anti-crisis management in the socio-economic crisis caused by the COVID-19 pandemic.

The peculiarity of the approach to solving problems in anti-crisis management, in their opinion, is a systematic approach to diagnosis, prevention, overcoming the effects of the crisis, development of enterprise restructuring strategy and application of non-standard methods of personnel management:
- reduction of socio-psychological tension in the team;
- anti-stress training of personnel to go through the crisis;
- conducting an organizational and personnel audit (assessment of available human resources);
- enterprises and its restructuring;
- preservation of the core human resources of the enterprise (i.e., the most qualified employees who are able to ensure the functioning of the enterprise in a crisis and restore its viability);
- ensuring social protection and employment of employees of the dismissed enterprise;
- formation of a team of adaptive managers capable of developing and implementing an anti-crisis program of the enterprise;
- mobilization of human resources to solve problems of implementation of the anti-crisis program of the enterprise, overcoming resistance to innovations and changes provided by the program [29,30].

Today, staff turnover is one of the many problems that has a significant impact on the development of modern enterprises, including in Ukraine. However, it is necessary to distinguish its natural level in the range of 3-6% of the number of employees, which contributes to the renewal of labour collectives. It is another matter when this turnover exceeds 7.0% and consistently becomes massive, as a result of which the enterprise becomes almost paralyzed and incurs significant losses.

In the conditions of manifestations of negative consequences of the socio-economic crisis, the basis for acceptance of any administrative decisions concerning the available personnel of the enterprise should become carrying out of organizational and personnel audit including:
- assessment of the degree of efficiency of the personnel management system, its compliance with modern realities;
- identification of „bottlenecks" and, conversely, favourable elements of the existing system, which will assess the potential of human resources to address the challenges of the anti-crisis program;
- study of quantitative and qualitative parameters of existing staff (number, professional qualifications, duration of work at the enterprise, the nature of labour relations, socio-psychological climate in the team, organizational culture, the presence of formal and informal groups, etc.), assessing the competitiveness of individual employees;
- determining the stages of staff turnover.

In addition, it is necessary to develop a system of correction of labour incentive policy, the main areas of which may be:

- rationalization of the ratio between the guaranteed and variable parts of the wage fund (as shown by foreign experience, the optimal ratio should be 30-40; 60-70);
- rationalization of the ratio between the remuneration of certain categories of staff in the form of removal of unreasonable surcharges, allowances, the payment of which is determined by the „past" success of employees, increasing the share of staff whose remuneration is estimated by their work;
- improvement of the bonus system due to the differentiation of the level of bonuses depending on the labour contribution, activity and initiative of the employee, payment of bonuses only for the performance of indicators;
- development and implementation of targeted wage programs, payments for which will take place in the future and only if the relevant targets are achieved in accordance with the measures of the anti-crisis program;
- an incentive for staff with bonuses for the purchase of shares (stocks) at fixed prices after the company emerges from the crisis and restores its viability, etc.

The positive effect is to fully inform employees about the results of diagnostics of the efficiency of the enterprise and personnel management system, as well as negotiations conducted by creditors, investors, which will remove fear of the future, reduce panic or avoid its spread.

An important strategic direction of personnel management in a digital economy is to conduct personnel marketing, aimed at laying off employees and finding staff of the required number and quality.

- It is advisable to involve special recruitment agencies to lay off and select the necessary specialists for the customer company, whose services are currently used by companies in all highly developed countries. The main objectives of such agencies are:
- search and selection of personnel depending on the employer's requirements;
- reliability of selection of the necessary specialist;
- selection within the period clearly defined by the contract.

Currently, the world's largest labour market is represented by the largest multinational companies, such as Ward Howell, Korn / Ferri, Geon Thunder and others. Metropolis is one of the most well-known recruitment agencies.

European countries are characterized by an intensive process of redistribution of jobs in favour of more skilled labour. According to OECD experts, 10-15% of all jobs are renewed annually in these countries, and managers and skilled professionals account for 50-60% of all vacancies.

In this regard, the so-called exclusive search agencies (in Ukraine there are only a few of them) are gaining popularity, concluding a contract with the customer to perform services to select the necessary specialists, agree on the requirements for candidates and provide a guarantee of services. Sometimes their remuneration is up to 30% of the employee's annual income and the company pays for this service in full, due to the fact that they are looking for a candidate for a high position.

One of the most popular methods is headhunting. Recruitment services through these companies have a high cost: 30-40% of the annual earnings of the employee, including bonuses and bonuses, which ultimately ranges from 15 to 50-100 thousand dollars USA for one person.

The most popular is a service that allows you to dismiss an employee so that he does not even realize that the dismissal was initiated by his management. In this case, the head-hunter works anonymously, who finds an indispensable specialist and „lures" him to the necessary company.

In the European Union, recruitment agencies for job seekers are not just a way to find a job, but a way of professional career growth.

In Ukraine, such methods are still practiced without special agencies: more common are „sarafan radio" and recruitment through familiar specialists.

Of all the possible methods of soft dismissal, the most painless experts consider outplacement - a European method of dismissal, which provides the most active assistance to the employer to employ the dismissed employee and helps to avoid social benefits, negative complaints and create a positive image in the eyes of potential partners.

This is one of the costliest methods of staff release. For example, for typical positions - up to 15% of the annual income of the employee, for working professions - up to 10% or a fixed price per person, if it is a restructuring of a large company.

Depending on the characteristics of the candidate's profile, his career plans, his field of activity and the company's wishes, the package of services is diverse: from interviews and testing of a specialist to assess his chances in the labour market - to prepare candidates for an interview in a particular company.

Outplacement is most often used by companies in the European Union, which have their own corporate culture in the event of redundancies, mergers, closures or restructuring. For example, in France there are about 70 such agencies.

Despite the fact that outplacement has become a service in Europe, in Ukraine it is offered by few agencies, and those who do it, almost do not advertise their services, as corporate culture in most Ukrainian companies is not mature enough to accept and use this type services.

According to the UK experience, 97% of companies implement measures to support redundant staff, the most popular of which are:
- providing breaks during the working day for independent job search;
- providing an additional paid day off for job search or advanced training;
- conducting trainings with the released staff on the development of skills of effective self-presentation (writing a resume, successful job search, etc.);
- promotion of employment through professional agencies.
In Italy, an employee who is to be laid off is provided with a special office where he can come as if to work. At the same time, it is possible to use fax, e-mail, the Internet for quick employment and, even, a personal secretary is assigned to him for psychological relief.

The trend of global recruitment indicates that the concentration of this type of business is concentrated in large network agencies, but at the same time local recruitment markets are being formed.

Recently, the recruitment market uses many innovative methods, of which networking has become especially popular.

There are so-called job sites as the most convenient way to actively and passively search for candidates In many European countries.

For example, in the Baltic States the best site to work with will be the Estonian project SVkeskus: for Estonia cvkeskus.ee, for Latvia cvmarket.lv, for Lithuania cvmarket.lt. They are all available through The Network. In Belarus, one of the best sites is jobs.tut.by.

There is a leader in the online recruitment market in the UK, but there are also job sites that are worth paying attention to and that can also be easy to use. The first site is reed.co.uk. In general, Reed was founded as a recruiting agency in 1960, in 1995 it launched its own website, which now boasts 300 thousand vacancies [16]. For Reed.co.uk is followed by several other sites: totaljobs.com, which belongs to a large group of European work sites run by Axel Springer, and owns several other specialized sites, monster.co.uk, which has a relatively large share of the online market. recruiting the UK compared to other European countries, and others.

In Sweden, the best option would be Stepstone.se. The official figures for it are 120 thousand active resumes. Features of Monster.se. Stepstone is also popular in Denmark, on stepstone.dk you can find about the same number of users as in Sweden. It would seem that in Norway, the country where Stepstone was founded, this working site should be out of competition. However, at first glance, it will be more effective to work with the site finn.no/jobb, which is something like a bulletin board avito. Stepstone's working sites, like Britain's TotalJobs, have one ultimate owner, Axel Springer.

As one of the largest players in the European online recruitment market, Stepstone is also considered one of the founders of The Network.

In France, according to various sources, there is not a single strong player in the market of working sites. The state website pole-emploi.fr will be the first in terms of the number of proposals. Among the non-specialized sites are also Regionsjob.com, Monster.fr, to find top managers should be effective site Apec.fr, which is also state-owned.

In Belgium, StepStone has a strong position, but I'm not sure about the leadership. According to the resource itself, the number of resumes on stepstone.be 504 thousand, and the number of vacancies posted is relatively small, more than 5 thousand.

In Slovenia, the leader is the site mojedelo.com. In Serbia, the most popular job site is poslovi.infostud.com, in Croatia - moj-posao.net, in Bosnia and Herzegovina - posao.ba. These data are taken from a special article by an expert in these markets and can be considered quite reliable. The most popular job site in Romania is bestjobs.ro. In Bulgaria, the first place is occupied by the site jobs.bg with more than 10 thousand vacancies. A popular site in Greece is skywalker.gr, which has more than 6,000 vacancies. Ukraine boasts several popular job search sites, the most important of which will be work.ua and rabota.ua. The first stated more than a million resumes in the database, the second 830 thousand.

The next search channel is professional networks. Everyone knows the American network Linkedin. It is a network for active search of relevant profiles, where you can go

to candidates from almost all countries and have access to their contacts if they want. However, there are also local professional networks. In France, Viadeo remains the most popular professional network, officially the second largest network in the world.

Xing's professional network in the world holds strong positions in German-speaking countries. However, it still depends on the field of activity in which the candidate is sought. If this is an IT position, none of the job sites will help. LikedIn, Dou, Glitter, Stackoverflow, Github, djinni.co come to the aid of the recruiter.

Most of the resources listed above are online platforms where professional communities communicate.

In order to assess the state of the recruitment market in Ukraine, the study analyzed the development trends and prospects of this area in the context of digitalization. As of 2019, the demand for the services of recruitment companies increased by 17% compared to 2018 [27]. There are no exact data on the development of the recruitment market for 2020 yet, so it is impossible to draw an exact conclusion about the impact of the COVID-19 pandemic on recruitment services. However, its high involvement in the online environment is becoming apparent.

Regarding the analysis of demand for recruitment services, we can conclude that the traditional market leader is recruitment and recruitment services and outsourcing. However, this year they were joined by industrial outsourcing, which means the temporary involvement of personnel in production; outsourcing of accounting and personnel records management. One of the trends of 2019 was the growing demand for outsourcing and industrial outsourcing.

Among the most famous companies in the field of HR-market services today are „Personnel", „Help", „Anchor", „Golden Staff" and others [15].

The annual Ukrainian „Rating of recruitment agencies" provided an opportunity to identify the most popular recruitment agencies in Ukraine in 2019. If you compare the situation with 2017, the situation as of early 2019 is as follows (Fig. 1).
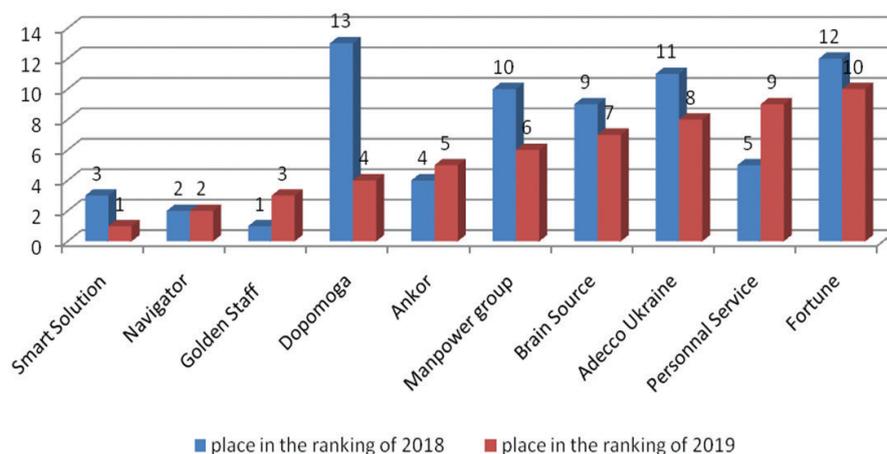

Figure 1 - Top 10 recruitment agencies in Ukraine [developed by authors' based on [26]

The ratings were compiled based on the results of a survey conducted by employees of the Recruiting.net.ua portal during 2018 through a survey on the website, social networks and e-mail, which interviewed more than 500 HR-managers, HR directors and managers private companies. When calculating the rating, the following indicators were taken into account: the number of mentions, the average score of satisfaction with the quality of services. A total of 45 recruitment and staffing agencies in Ukraine were named. The obtained estimates were the basis of the rating.

It should be noted that in 2020 the direct dependence of the popularity of recruitment agencies on their activity and the number of subscribers on Facebook pages was revealed. This fact confirms the impact of the pandemic on the transition of online recruitment.

During the formation of the rating, respondents were asked questions about the activities of recruitment companies and their work in the domestic labour market. According to the results of the survey, it was found that the services of recruitment agencies in 2019 are used by 68% of HR managers and in most cases such cooperation is successful, which was confirmed by 46% of respondents (Fig. 2).
After analyzing international research on online recruitment tools (SocialTalent and LinkedIn platform), several trends in online recruitment were identified:
- social networks are gaining popularity as a search channel;
- search for candidates „by acquaintance" goes online, in which case, the relevance of the use of social networks increases;
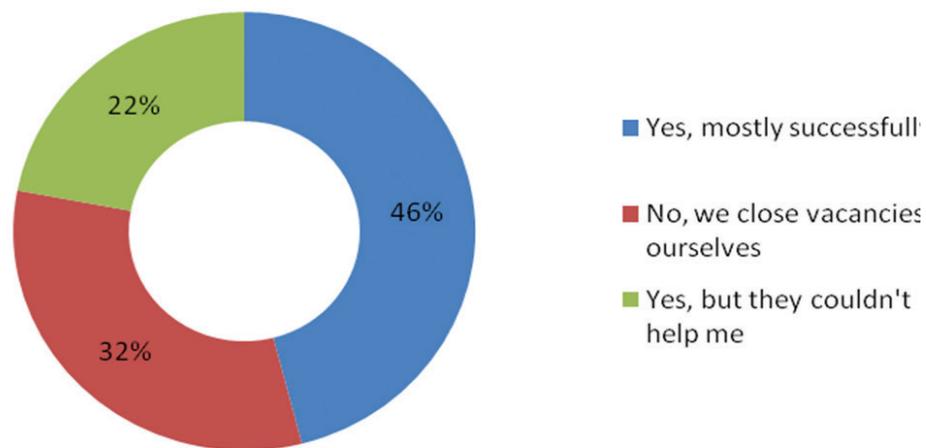- recruiters and marketers need each other.

Figure 2 - Results of the survey of respondents on the use of recruitment agencies [developed by authors' based on [21]

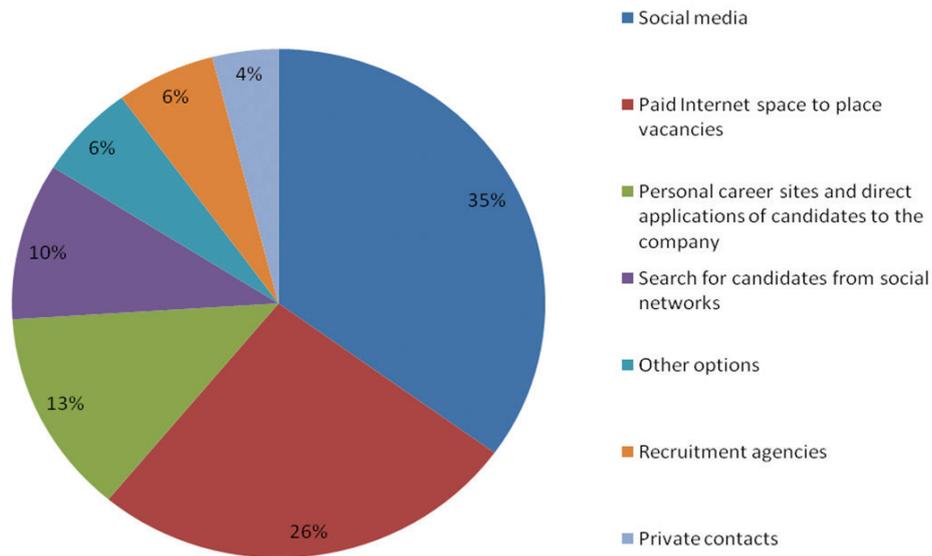Figure 3 shows the statistics of the popularity of search channels among social networks and platforms.

Figure 3 - Popularity of candidate search channels as of 2020 [developed by authors' based on [21]

Among social networks, the leader, as in previous years, was LinkedIn. At the same time, interesting changes took place: the popularity of Facebook and Instagram, Twitter and G + fell.

In total, 79% of job seekers use online recruitment channels. Applicants consider social and professional networks as the most useful job search resource compared to other job search channels, recruitment agencies and recruitment activities. In recent years, the role of recruitment through social networks is growing: 84% of organizations use it now, and 9% plan to use it. At least 58% of consumers use social networks to track employers' HR brands. 80% of employers say that social recruitment helps them find passive candidates. 70% of recruiters believe that they have a successful experience of recruiting through social networks [8].

Given the above statistics, it can be argued that the implementation of online recruitment activities by attracting candidates through Instagram is an appropriate and relevant method of implementing a recruitment policy.

The relevance and feasibility of promoting recruitment services through online channels are confirmed by analytical data of requests obtained using the service Google.trends (Fig. 4).
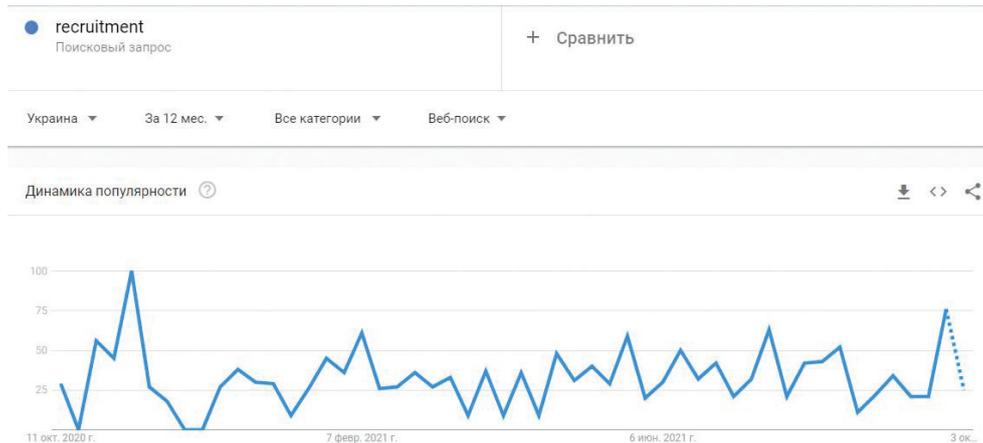
Figure 4 —Recruitment query statistics for 2020-2021 [developed by authors']

The data obtained show a clear seasonal nature of the interest of potential workers in vacancies and recruitment services.

If we consider the results obtained in the regional context, it becomes obvious that the largest number of requests is made in the Dnipropetrovsk region, in second place is the city of Kyiv, in third place is the Poltava region (Fig. 5).
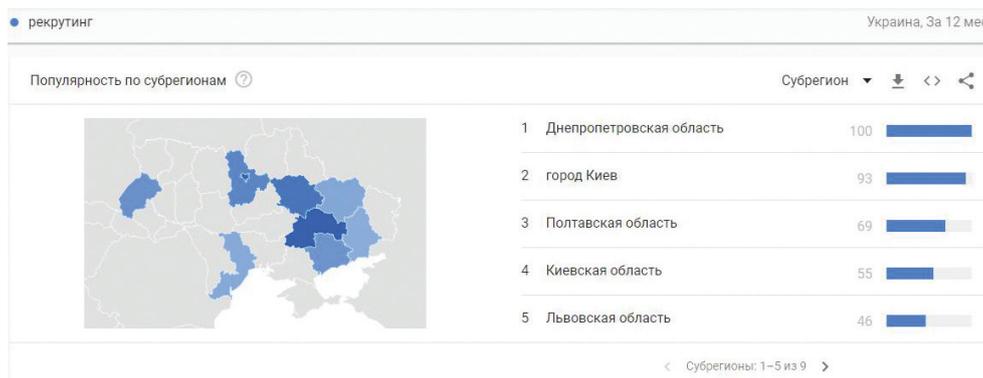

Figure 5 - Statistics of requests for the phrase „recruitment" by region of the country in 2020 [developed by authors']

In second place in terms of popularity of queries is the phrase „recruiters" (Fig.6).
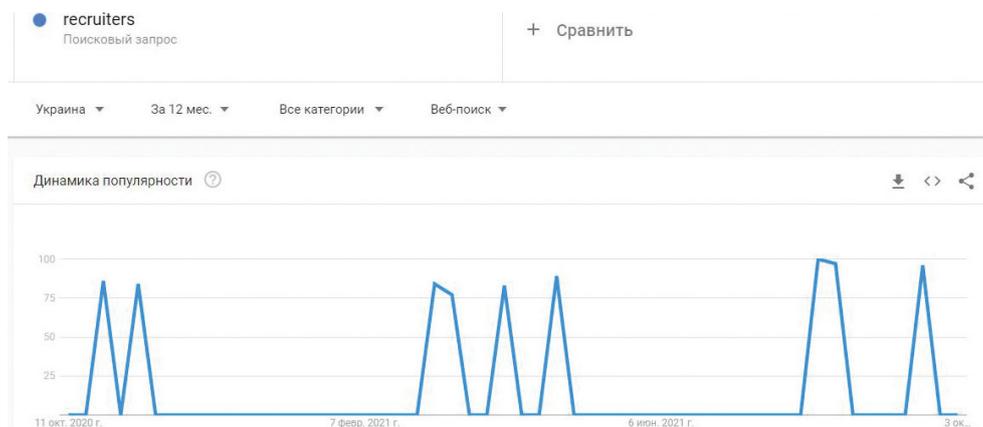

Figure 6 - Statistics of requests for the phrase „recruiters" for 2020-2021 [developed by authors']

The statistics of queries for the phrase „recruiters" also show a seasonal effect, but it is not characterized by large fluctuations. The oscillations are mild in nature.

Statistics of requests by region shows the coverage of 13 regions in which there were requests for this phrase. Thus, it can be argued that there is a demand from potential workers looking for recruits. The top 5 leaders in the search results include: Lviv region, Kyiv, Kharkiv region, Ternopil region and Dnipropetrovsk region.

In addition, the service provides results for the two most popular search results - a social network for employers „Linkedn" and the phrase „skill", „personnel management" and „vacancy".

Thus, it can be argued that the field of recruitment is becoming more popular in the online environment, which stimulates recruitment agencies to transition to the digital economy.

The analysis shows that recruitment through online tools is becoming increasingly popular. The use of SMM promotion strategies in recruitment is becoming the most common tool. For example, the social network LinkedIn was created to place vacancies from qualified professionals and find them by employers.

However, recently the trend of development of IT recruitment is actively developing in the social networks Facebook and Instagram. Moreover, the audience of these social networks has different characteristics. Based on the features and typical characteristics of the audience of the social network Instagram, recruitment has a number of features that distinguish it from traditional methods of recruitment [11]:
- long-term market research and development of HR-brand;
- concentration of the process of finding staff around a certain social network;
- forced subordination of recruitment methods to the rules of the Internet community;
- the possibility of personal influence on potential
candidates who are not looking for work;
- raising the level of knowledge based on common interests:
learning, professional environment, personal hobbies;
- individual approach to applicants, establishing a relationship of
trust with the employer before applying for employment;
- the possibility of applying a targeting strategy when promoting recruitment services.

There is a powerful potential in social networks. Modern companies seek to attract young professionals and relate their proposals to their own needs. Of course, knowledge and experience have a decisive influence on employment. However, a candidate's cultural relevance is important to most employers. The difference between recruiting on social media is that it allows you to determine the cultural preferences of the applicant.

Extensive opportunities for visual support on Instagram give potential consumers complete information about vacancies in the labour market. In addition, Instagram has an audience of 500 million users. This creates significant opportunities to promote recruitment services using Instagram.

To implement online recruitment activities, a SWOT analysis was conducted, the results of which are presented in Fig. 7.
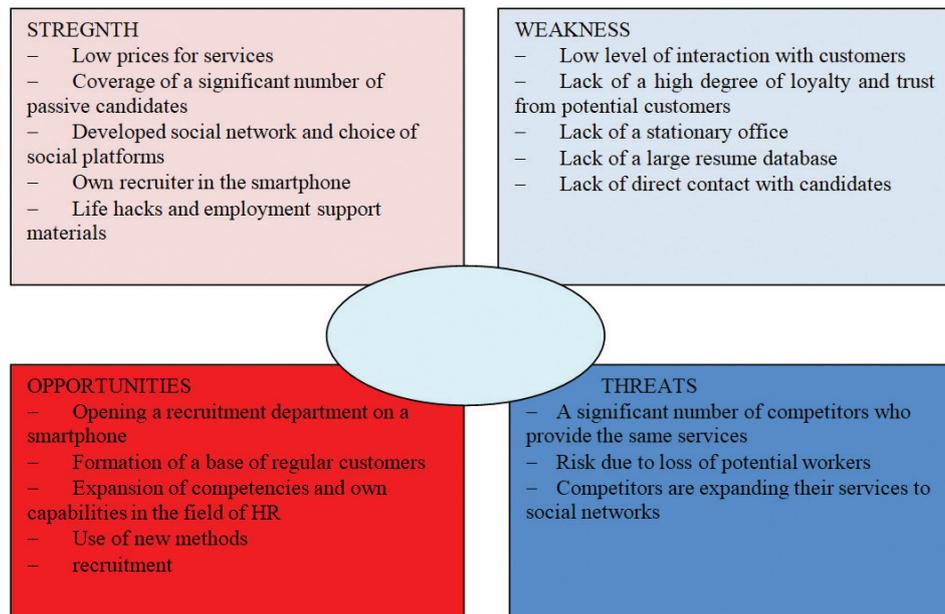
STREGNTH	WEAKNESS
– Low prices for services – Coverage of a significant number of passive candidates – Developed social network and choice of social platforms – Own recruiter in the smartphone – Life hacks and employment support materials	– Low level of interaction with customers – Lack of a high degree of loyalty and trust from potential customers – Lack of a stationary office – Lack of a large resume database – Lack of direct contact with candidates

OPPORTUNITIES	THREATS
– Opening a recruitment department on a smartphone – Formation of a base of regular customers – Expansion of competencies and own capabilities in the field of HR – Use of new methods – recruitment	– A significant number of competitors who provide the same services – Risk due to loss of potential workers – Competitors are expanding their services to social networks

Figure 7 - SWOT-analysis of online recruitment activities [developed by authors']

CONCLUSIONS

The indisputable advantages of finding employees through social networks include material benefits for the employer. People who work remotely are cheaper for office workers than office workers because they are willing to work for a more modest fee in exchange for being able to manage their time freely, and remote employees do not need to equip an office space, buy office equipment, and so on.

The second big plus of recruiting on social networks is the opportunity to better understand a person's expertise than with the help of a questionnaire on the personnel site. According to the blog entries, you can assess how much the applicant is an expert in his field. It is clear from the stories and live broadcasts, whether he can build communication, how comfortable he is in communication. From this we can conclude how successfully he will be able to join the team and share the principles of the company. The main disadvantage is the lack of guarantees. If an employee can be found through a specialized platform, such a resource provides a guarantee: in case of excesses, the money will be returned. There are no such opportunities when hiring through a social network.

The second disadvantage is the complexity of the search process itself. If on HeadHunter it is clear where and how to look for the necessary expert, in Instagram such function is not present. You have to use the internal capabilities of the resource to perform a targeted search

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METODY ZARZĄDZANIA PERSONELEM, W KONTEKŚCIE CYFRYZACJI GOSPODARKI

STRESZCZENIE

Artykuł rozważa nowoczesne podejścia do metod zarządzania personelem, w kontekście cyfryzacji gospodarki. Przeanalizowano i uwzględniono definicje pojęcia „rekrutacja" oraz nowoczesne podejścia do rekrutacji, w warunkach cyfryzacji. Przeanalizowano doświadczenia zagraniczne krajów Unii Europejskiej w zakresie transformacji zasad zarządzania personelem, co pozwala na kształtowanie najefektywniejszych, nowoczesnych narzędzi i metodologii zarządzania personelem. Odwołano się do światowych tendencji rekrutacyjnych, co pozwoliło wyciągnąć wniosek o koncentracji tego typu działalności w dużych agencjach sieciowych, przy zachowaniu lokalnych rynków rekrutacyjnych. Stwierdzono, że dziedzina rekrutacji staje się coraz bardziej popularna w środowisku internetowym, co zachęca agencje rekrutacyjne do przejścia na gospodarkę cyfrową.

Z analizy wynika, że rekrutacja poprzez narzędzia internetowe, staje się coraz bardziej popularna. Badania wskazują na powszechne stosowanie strategii w rekrutacji promocji SMM, która stanie się w przyszłości najpowszechniejszym narzędziem. Określono specyfikę metod rekrutacji poprzez SMM. Przeprowadzono ją w celu wdrożenia działań rekrutacyjnych online, analizę SWOT, której wyniki pozwoliły na sformułowanie rekomendacji stosowania metod zarządzania personelem, w kontekście cyfryzacji.

SŁOWA KLUCZOWE

metody zarządzania personelem, rekrutacja, cyfryzacja gospodarki