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Shapka I. V., Yashkina N. V., Khridochkin A. V., Oleshkevich I. P.

APPLICATION OF INTERACTIVE PERSONNEL ADAPTATION: TOOLS AND CHALLENGES

Ukrainian State University of Chemical Technology, Dnipro, Ukraine

In today's dynamic business environment, which is rapidly changing and requires constant adaptation, effective personnel management is critical to the success of the enterprise. Approaches to ensure flexibility and adaptability of personnel are gaining importance, and the implementation of interactive adaptation is defined as one of the key directions in this context. The purpose of this article is to determine the essence and basic principles of interactive adaptation of personnel in the modern business environment, to provide a scheme for the implementation of interactive adaptation of personnel, to consider the tools and potential challenges that enterprises may face during the implementation of interactive adaptation. The research methodology involves a comprehensive analysis of literary sources of scientific literature, including articles by leading specialists-practitioners of companies. The results of the study show that the interactive adaptation of personnel can become an effective tool of human capital management, providing a high level of flexibility and adaptability in conditions of rapid changes. The importance of this approach lies in the ability of companies to create a favorable working environment, promoting active participation of personnel in decision-making processes and the search for innovative solutions. The scientific novelty of this article lies in highlighting the importance of interactive adaptation as a key element of modern personnel management. The practical value lies in highlighting key aspects and challenges in implementing this approach. The analysis of interactive adaptation reveals not only the theoretical aspects of this approach, but also takes into account the practical use and possible challenges faced by management and staff in the process of implementing this concept, which allows you to plan in advance and prepare for the effective application of interactive adaptation in a specific organizational environment.

Keywords: adaptation, interactive adaptation, adaptation tools, implementation challenges, working environment.

Introduction and statement of the problem

Human capital is a resource that makes it possible to effectively use all the resources of the enterprise to achieve the purpose of its existence. Professional, motivated and adapted to the specifics of the company staff ensures efficient work, development and success. Personnel adaptation plays an important role in ensuring high-quality and productive activity, which consists in the rapid adaptation of employees to organizational conditions and, accordingly, solves the problem of retaining personnel at the enterprise. In today's conditions, the process of personnel adaptation becomes even more important. Given the rapid changes in the environment, companies must be ready to respond quickly to new challenges and opportunities. Rapid adaptation of personnel allows not only maintaining competitiveness, but also creates conditions for active development and innovation. In

addition, in the context of rapidly changing technologies and markets, adapted personnel contribute to increasing the efficiency of the enterprise and maintaining its leadership position.

The relevance of the research is due to the fact that the existing staff adaptation programs at domestic enterprises often have a formal and unsystematic nature, and are developed according to certain templates, which do not meet the needs of the modern business environment. Without modification of the traditional personnel adaptation system, which involves the development and implementation of individual programs for different categories of employees, the construction of an effective personnel management system becomes practically impossible. Thus, the relevance of interactive adaptation is currently extremely high, as it meets the requirements of the modern labor market and the rapidly changing business environment. Instead of the traditional approach, where adaptation was largely a formulaic one-way process, interactive adaptation puts the interaction between the new employee and the team at the forefront, allowing for a better understanding of the new employee's needs and expectations. Open information exchange and feedback during the adaptation process helps to quickly solve current problems and improve work processes. In addition, interactive adaptation stimulates the development of communication skills and helps to build effective interpersonal relationships in the team. Thus, interactive adaptation becomes a key element of personnel management in the modern business environment.

Analysis and research of publications

Numerous domestic and foreign scientists, both theoreticians and practitioners in the field of management, paid attention to the problem of adaptation of the company's personnel.

A. Lobza, A. Bykova and T. Ryabukha believe that personnel adaptation is a gradual process of employee adaptation to a new professional environment and working conditions, which includes revealing the potential for achieving the company's goals [1]. According to scientists, this complex and systematic process cannot be effectively carried out without a clear personnel adaptation program.They propose an adaptation program that includes the following stages: preparation for adaptation before the new employee starts working; the first working day of a new employee; the first working week; implementation of the adaptation program in the first, second and third months of the new employee's work; the end of the adaptation period and control and summing up the results of the trial period. The program, in their opinion, should include compiling lists of responsible employees, establishing plans and indicators, developing a plan for the first working day of a new employee and determining the need for training activities for mastering job duties.

C. Gonchar and V. Bondarchuk note that the adaptation process of personnel at an enterprise is aimed at developing new professional skills and abilities both at the stage of introductory training (in the classroom) and at the professional stage (at the workplace) and propose to implement the following measures to organize the process of personnel adaptation: development of an adaptation plan, implementation of a system for monitoring this process, identification of responsible persons and a mentor, preparation of the team for the arrival of a new employee.It is also important to prepare the employee himself for work through a preliminary meeting or telephone conversation. It is necessary to ensure constant communication of the employee with the head of the department, the person responsible for adaptation, the mentor and provide feedback on his work [2].

M. Vronsky in his scientific research conducts a statistical analysis on the aspects of facilitating employee adaptation [3]. Based on the results of data processing, he notes that among the key challenges during the adaptation period employees single out: mastering a significant amount of information in a short period of time; formalized approach to adaptation; the adaptation process is often conditioned only by the development of the adaptation plan and its familiarization with the employee; inadequacy of a person who can provide advice and support to a new employee, as well as help him get to know the team. M. Vronsky also emphasizes that personnel services and personnel management specialists at enterprises need to pay more attention to the development of employee adaptation programs and change them in accordance with the conditions and requirements of today.

T. Fedorchuk and T. Mozharovska emphasize that for the successful adaptation of the employee to the working environment, it is also necessary to pay attention to the adaptation of the work itself to the needs of the person [4]. This means the organization of workplaces in accordance with modern circumstances, flexible setting of the regime and duration of working hours, making changes to the organization structure, distribution of labor duties and specific tasks, individualization of the motivation system and training methods taking into account the characteristics, capabilities and needs of each individual employee.

Scientific studies also state the importance of employee adaptation, especially during a full-scale

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crisis in Ukraine. The increased complexity of communication in connection with the transition of many organizations to a remote form of work, as well as the need for adaptation in new workplaces for internally displaced persons from war zones, make this issue particularly relevant.

In their scientific work L. Remnyova, O. Simonov, and S. Khmelevskyipoint out the importance of adaptation processes for new employees in situations of a rapidly changing external environment and in the conditions of new challenges of military conflicts, which requires a review of approaches to creating adaptation programs [5]. It is proposed to ensure a more systematic approach, maintaining safe working conditions and using adequate formats of adaptation measures and to take into account the needs of the digital generation, which is actively entering the labor market, and applies new interactive learning methods and modern means of communication, to use innovative adaptation tools that must meet the needs of the target audience.

At the same time, as noted by V. Shevchuk (HR People Partner in an IT company Boosta), in the process of personnel adaptation during the martial law in Ukraine, it is important to consider the following key aspects: revision of the company's HR policies; online in priority; concern for safety and working conditions; help in solving personal problems; empathy and psychological support. In general, he notes that the adaptation of workers during martial law is not much different from the usual one, but has acquired the format of an online mode [6].

Analyzing the importance of using digital tools for effective personnel management and automating business processes, O. Makovoz and S. Lysenko systematize the main digital personnel management tools according to management aspects: recruiting; training, development; assessment and reporting; process automation; communications management [7]. Modern companies are suggested to carefully choose the appropriate strategies for influencing employees that meet the set goals as well as to use the proposed digital tools.

The purpose of the article

The purpose of the scientific article is to reveal the essence of interactive adaptation and practical solutions to its implementation at Ukrainian enterprises.

Presenting main material

Based on the scientific achievements of Ukrainian and foreign scientists, leading specialists in the field of personnel management, we can note that employee adaptation in the modern business environment is of great importance for several reasons [8]:

− productivity support (when an employee feels comfortable and confident in his work environment, his productivity increases. An adapted employee can more easily focus on completing tasks and achieving set goals);

− stress reduction (adaptation helps employees to adapt more easily to new conditions and requirements, which reduces stress and improves their mental health);

− retention and attraction of talented employees (if the company demonstrates its readiness and ability to effectively adapt new employees, this creates a positive impression and makes it more attractive to talented specialists);

− increasing the level of employee satisfaction (an adapted employee feels more confident and satisfied in his work, which contributes to maintaining and improving the working climate in the company);

− effective integration into the team (an adapted employee is more easily integrated into the team, interacts with colleagues and is perceived as an active participant in the work process).

At the same time, today's realities require a complex, systematic and programmatic approach to the process of adapting personnel at the enterprise.

The Covid-19 pandemic has led to difficult times for the working population around the world. Companies were suddenly forced to review and evaluate their working methods and implement innovative approaches and practices. The personnel management process had to adapt and use technological tools for online management. In this context, "virtual" HR management is gradually replacing the traditional, physical one. Many global companies have begun to actively use flexible working conditions. Even after Covid-19, 54% of respondents preferred the further implementation of remote work. Other interviewees stated that they would quit their job and find another job if more flexible working conditions were offered. Many workers have found that they can work effectively despite external influences and seek change in their work environment. One of these changes could be the organization of the workspace based on openness and accessibility. The key element of such a workplace is clear communication, which will promote an open and effective relationship between the HR department, management and staff [9].

In today's world, where digital technologies are becoming an integral part of the work process, creating a digital work environment that promotes openness and interaction among employees is an important component of unlocking the potential of the worker. Incorporating digital tools into the adaptation process is becoming a priority because they not only enable

efficient work, but also facilitate open communication and collaboration between employees, regardless of their location. Creating an interactive digital work environment involves taking into account various needs and capabilities of employees, ensuring accessibility for all team members and creating a favorable atmosphere for cooperation [10].

In contrast to foreign companies that have adapted to the challenges associated with the Covid-19 situation, for domestic enterprises the issues of forming the personnel potential of the enterprise, motivating personnel, preserving intellectual capital and personnel safety, in particular, and adaptation of workers to the changes taking place in the countryremain relevant. Reorientation of adaptation programs to a virtual format is a difficult process due to insufficient practice of use and appropriate provision of both theoretical and practical materials [11].

Based on the positions of scientists regarding the interpretation of "employee adaptation", we will define "interactive adaptation". Interactive adaptation is the process of adapting employees to changes, which includes active interaction and cooperation between employees and various stakeholders. Unlike traditional adaptation methods, when employees are left alone or have limited access to resources, interactive adaptation is aimed at creating conditions for active interaction and involving employees in the work environment.

For the successful implementation of interactive adaptation, it is important to carefully develop a detailed action plan that reflects the sequence of steps and takes into account all key aspects of this process. Among them are: analyzing the needs and requirements of users, as well as the characteristics of their working environment, determining the goals of adaptation, developing a detailed action plan that includes specific steps and measures to achieve the identified goals of adaptation, providing the necessary human, financial and technical resources for successful implementation plan, implementation of planned adaptation measures, ensuring proper control and coordination of actions, evaluating the effectiveness of implemented changes and making adjustments as necessary, supporting and training users on innovations for their successful adaptation.

Taking into account all the above-mentioned aspects of interactive adaptation and analysis of scientific literature on employee adaptation programs, the structural components of the implementation of interactive adaptation, depicted in the figure, are defined and characterized.
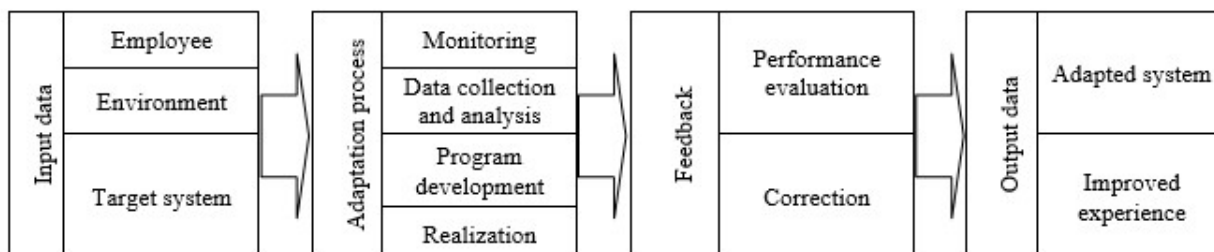
Implementation of interactive adaptation

At the stage of "intput data" in interactive adaptation, the collection and analysis of information about the employee, his personal data and preferences, the working environment and the target system is carried out. Each of these components has its own characteristics that help understanding the needs and requirements of the employee, as well as the context of their interaction with the team or environment. Regarding the target system, information about its functionality, interface and methods of interaction with the employee is analyzed here.

The overall goal of this phase is to gather complete and representative information that will be used for further analysis and development of an adaptation program to ensure maximum compliance with the employee's needs and expectations.

At the "adaptation process" stage, successive actions aimed at effectively adapting the system to the employee's needs take place: during monitoring the employee's interaction with the company's system is monitored (data on the use of certain functionality, time spent on certain tasks, requests for support); collection of various data about employees, their preferences, habits, as well as the context of use of the target system; collected data are analyzed in order to identify trends and employee needs; based on the results of the analysis, an adaptation program is developed, specific actions are taken to implement

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the adaptation program.

At the "feedback" stage, there is an assessment of the effectiveness of the adaptation measures and the need to adjust the program in accordance with the results obtained.

At the "output data" stage in interactive adaptation, the final result of the adaptation process occurs, which includes an adapted system (an updated version of the adaptation program that takes into account the identified needs and preferences of the employee) and an improved employee experience (the result of the implementation of an adapted system that leads to an improved impression of employees from using the proposed system).

Let's highlight the adaptation tools that correspond to the maximum of the components of the interactive adaptation implementation scheme:

a) personalized training and familiarization with the company:

− virtual tours (employees can take a virtual tour of the company's offices, see workplaces, recreation areas, dining room, etc.);

− micro-learning modules (short interactive courses that familiarize the employee with the company's main policies, ethics and key processes; modules may include videos, tests, and interactive simulations);

b) mentoring program:

− appointment of a mentor (the employee is assigned an experienced mentor who helps with adaptation, answers questions and provides support, it can be both an employee and artificial intelligence);

− mentor meetings (mentor and employee meet (virtually or offline) to discuss progress and resolve potential issues);

c) social integration:

− forum and chats (the platform includes a forum and chats where employees can get to know each other as well as communicate with colleagues from other departments);

− virtual events (regular virtual meetings and team events for employees that contribute to their integration into the team);

d) automated reminders and tasks:

− To-Do letters (personalized lists of tasks for an employee with deadlines and instructions);

− reminders (the system automatically reminds you of important dates, meetings and deadlines);

e) feedback and evaluation:

− questionnaires and surveys (regular questionnaires to collect feedback from employees regarding their adaptation process);

− data analysis (analytical tools for HR that allow monitoring the effectiveness of the adaptation process and making appropriate adjustments);

f) gamification:

− awards and points (for completing various tasks, the employee receives points that can be exchanged for various corporate bonuses (for example, vacation, gifts);

− ratings (internal ratings that increase employee motivation and satisfaction).

Embracing interactive adaptation for businesses can be challenging because it involves creating an environment where every employee, regardless of their skills, experience and capabilities, can actively participate in work processes and task solving.

Let's consider the main challenges that may arise when implementing interactive adaptation:

− technical obstacles: the need to set up the appropriate technical infrastructure and software can be a challenge, especially for companies with limited budgets or outdated technology systems;

− staff training: implementation of new interactive methods may require additional training of the staff, which requires time and resources;

− lack of motivation: some employees may resist innovation or see no benefit in using interactive methods, which may lead to low activity and participation;

− change in corporate culture: implementation of interactive adaptation may require changes in corporate culture and ways of interaction, which may be difficult to implement in some organizations;

− takes time to adapt: interactive adaptation may take time for staff to adapt to new methods and processes, which may temporarily increase time and effort expenditure;

− the need for constant updating: interactive adaptation needs constant updating and improvement as technologies and needs of the organization are constantly changing;

− consideration of individual needs: it is important to consider the individual needs and capabilities of employees when implementing interactive methods to ensure their effectiveness and job satisfaction.

Conclusions

In today's world, where changes are becoming the norm and competition in the market is increasing, it is important to have the ability not only to adapt to new conditions, but also to actively respond to them, using innovative and effective approaches. Interactive adaptation in the modern work environment is more than just a process of adaptation. This is a complex and dynamic process of interaction between employees and the enterprise aimed at ensuring optimal functioning and effectiveness at all levels. The

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importance of this process lies in its ability to ensure the effective functioning of both an individual employee and the entire enterprise.

Interactive adaptation is a necessary component for employees of the enterprise, as it allows them to effectively adapt to changes in the work environment, processes and technologies. This process involves the maximum inclusion of employees in interaction and cooperation in the team to ensure optimal use of resources and ensure their successful adaptation. Interactive adaptation allows employees to personalize their work experience by customizing tools and work environment according to their needs and priorities. This helps to improve productivity, job satisfaction and the overall efficient functioning of the enterprise.

Interactive adaptation is an important aspect for the enterprise itself, as it allows the organization to effectively respond to changes in the internal and external environment. This process involves the active involvement of employees in interaction with new technologies, approaches and processes taking place in the company. A business can use interactive adaptation to personalize workflows and tools for the specific needs of its employees. This may include training in the use of new systems, providing convenient tools for collaborative work, as well as providing constant feedback and participation in management decision-making. Interactive adaptation helps maintaining flexibility and respond to changes in the economic, technological and social environment. It contributes to increasing efficiency and employee satisfaction as well as strengthening the competitiveness of the enterprise as a whole.

Updating the situation in Ukraine, interactive adaptation becomes even more important for enterprises in connection with the high rates of labor migration processes. This requires enterprises to respond quickly and flexibly to new labor market conditions. Thus, the implementation of an interactive form of adaptation is a key tool for the successful functioning of enterprises in modern conditions in Ukraine, helping them quickly adapt to changes and maintain competitiveness.

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Shapka I. V., Yashkina N. V., Khridochkin A. V., Oleshkevich I. P.

ЗАСТОСУВАННЯ ІНТЕРАКТИВНОЇ АДАПТАЦІЇ ПЕРСОНАЛУ: ІНСТРУМЕНТИ ТА ВИКЛИКИ

Шапка І. В., Яшкіна Н. В., Хрідочкін А. В., Олешкевич І. П.

У сучасному динамічному бізнес-середовищі, що швидко змінюється та вимагає постійного адаптування, ефективне управління персоналом виявляється критично важливим для успішності підприємства. Підходи до забезпечення гнучкості та адаптивності персоналу набувають важливості, а впровадження інтерактивної адаптації визначається одним із ключових напрямків у цьому контексті. Метою даної статті є визначити сутність та основні принципи інтерактивної адаптації персоналу в сучасному бізнес-середовищі, надати схему впровадження інтерактивної адаптації персоналу, розглянути інструменти та потенційні виклики, з якими можуть стикатися підприємства під час впровадження інтерактивної адаптації. Методологія дослідження передбачає комплексний аналіз літературних джерел наукової літератури, включаючи статті провідних спеціалістів-практиків компаній. Результати дослідження показують, що інтерактивна адаптація персоналу може стати ефективним інструментом управління людським капіталом, забезпечуючи високий рівень гнучкості та адаптивності в умовах швидких змін. Важливість даного підходу полягає у здатності компаній створювати сприятливе робоче середовище, сприяючи активній участі персоналу у процесах прийняття рішень та пошуку інноваційних рішень. Наукова новизна цієї статті полягає у висвітленні важливості інтерактивної адаптації як ключового елементу сучасного управління персоналом. Практична цінність полягає у висвітленні ключових аспектів та викликів при впровадженні цього підходу. Аналіз інтерактивної адаптації розкриває не лише теоретичні аспекти даного підходу, але й враховує практичне використання та можливі виклики, з якими стикаються керівництво та персонал у процесі впровадження цієї концепції, що дозволяє заздалегідь спланувати та підготуватися до ефективного застосування інтерактивної адаптації в конкретному організаційному середовищі.

Ключові слова: адаптація, інтерактивна адаптація, інструменти адаптації, виклики впровадження, робоче середовище.

APPLICATION OF INTERACTIVE PERSONNEL ADAPTATION: TOOLS AND CHALLENGES

Shapka I. V., *Yashkina N. V., Khridochkin A. V., Oleshkevich I. P.*

Ukrainian State University of Chemical Technology, Dnipro, Ukraine

* e-mail: irinaschapka@ukr.net

Shapka I. V. ORCID: https://orcid.org/0000-0003-1171-6445

Yashkina N. V. ORCID: https://orcid.org/0000-0002-1521-8462

Khridochkin A. V. ORCID: https://orcid.org/0000-0001-9387-8864

Oleshkevich I. P. ORCID: https://orcid.org/0000-0003-3037-9843

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