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## ORGANIZING WORK PROCESSES IN THE WORKPLACE AMID A COMPANY'S DIGITAL TRANSFORMATION ABSTRACT

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This article examines the theoretical and practical aspects of organizing work processes in the workplace in the context of a company's digital transformation. A review of current scientific approaches has shown that digitalization significantly influences the nature of work, the structure of employment, and human resource management models, giving rise to new demands on human capital and organizational practices. An analysis of recent studies has identified the spread of hybrid forms of employment, the development of people-centered management, and the integration of digital technologies into work processes as key trends. The methodological framework of the study is based on general scientific methods (analysis, synthesis, the systems approach, and comparison) as well as specialized methods, in particular structural-functional analysis and logical modeling, which made it possible to comprehensively assess the transformational changes in the field of work organization. The study found that digital transformation facilitates the transition to flexible work organization models, the growing importance of digital competencies, and the adoption of digital workplaces. It has been demonstrated that the efficiency of work processes depends on combining technological innovations with the development of human capital and ensuring adequate working conditions. At the same time, risks associated with digital workload and changes in the structure of employment have been identified. It was concluded that a comprehensive approach to work organization is necessary, one that takes into account both technological and social aspects and is aimed at improving the efficiency of enterprises in the digital environment.

**Keywords:** digital transformation, work organization, work processes, workplace, human capital, digital competencies, hybrid work, HR management, labor productivity, people-centered approach.

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### *Introduction*

The digital transformation of the economy is one of the key hallmarks of the current stage of societal development, driving profound changes in how businesses operate, particularly in the organization of work processes. The spread of Industry 4.0 technologies, automation, artificial intelligence, and digital platforms is driving not only the modernization of production systems but also a fundamental transformation of the nature of work, the role of the employee, and the principles of human resource management. Under

such conditions, traditional approaches to workplace organization are losing their effectiveness. This leads to a shift toward flexible, adaptive, and people-centered models [1, p. 3–5; 11, p. 1175–1178].

Recent studies indicate that digitalization significantly expands the possibilities for optimizing work processes. At the same time, this raises the bar for employee qualifications and their ability to work under conditions of uncertainty. There is a growing emphasis on cognitive, analytical, and digital

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**Organizing work processes in the workplace amid a company's digital transformation abstract**

competencies, which form the basis of human capital competitiveness [1, pp. 6–8; 5, pp. 142–144]. In this context, work organization is taking on new characteristics focused on the integration of technological and socio-economic components.

This issue is particularly relevant in the context of the transformation of Ukraine’s labor market, which is influenced by both globalization and domestic challenges (such as martial law and economic instability). As researchers note, the modern labor market is characterized by increased dynamism, a rise in non-standard forms of employment, and the spread of remote work [2, pp. 210–212; 3, pp. 7–8]. This, in turn, requires a reevaluation of approaches to organizing work processes at the workplace level.

The development of hybrid employment models, which combine offline and online work formats, has a significant impact on the transformation of work organization. In such conditions, issues related to coordinating activities, digital interaction, and maintaining effective communication among employees take on particular importance [8, pp. 58–60; 10, pp. 3–5]. At the same time, the role of HR systems is increasing, as they ensure the integration of business processes and data-driven human resource management [6, pp. 519–521].

Special attention should be paid to a people-centered approach to the organization of work processes, which involves taking into account employees’ individual needs, their motivation, and their psychological state. In today’s environment, labor efficiency depends to a large extent not only on technological support but also on the level of employee engagement and the creation of a supportive work environment [7, pp. 449–451; 9, pp. 410–412]. This is particularly relevant in conditions of heightened stress and uncertainty caused by external crisis factors [4, pp. 402–403].

At the same time, digital transformation is accompanied by a number of challenges, including the risk of workforce displacement, growing digital inequality, and the need to constantly update knowledge and skills. International studies emphasize that automation can both increase labor productivity and pose a threat to certain categories of workers. This is particularly true for workers whose activities involve performing routine tasks [15, pp. 45–48; 17, pp. 82–85].

Thus, the organization of work processes in the workplace amid a company’s digital transformation presents a complex, multifaceted challenge that requires a comprehensive scientific analysis. The need to integrate technological innovations with the social aspects of work underscores the importance of further research in this area.

### ***The purpose of this article***

The purpose of this article is to explore the theoretical foundations and justify practical approaches to organizing work processes in the workplace in the context of a company’s digital transformation.

### ***Analysis of recent studies and publications***

The issue of organizing work processes in the context of digital transformation in enterprises is at the forefront of contemporary economic science. This is due to dynamic changes in the labor market driven by technological advancements and globalization. Scientific approaches to studying this topic encompass both the transformation of human capital and changes in human resource management models, work design, and organizational structures.

Domestic researchers are devoting significant attention to the impact of Industry 4.0 on the development of human capital and the organization of labor. In particular, the work by Kolot A. M., Gerasymenko O. O., and Shevchenko A. S. emphasizes that digitalization is shaping a new paradigm of employment. The key components here are the flexibility, adaptability, and innovativeness of employees, as well as their capacity for continuous learning [1, pp. 4–7]. In this context, the organization of work processes is viewed as a dynamic system that must respond quickly to technological changes.

An analysis of the labor market and its qualitative characteristics is presented in a study by T. M. Stepura, which emphasizes the need to use modern analytical tools to assess employment effectiveness and labor productivity [2, pp. 211–214]. In turn, Volkova I. A. and Didenko E. V. examine Ukraine’s integration into the global labor market. They note the growing role of digital forms of employment and the transnational mobility of labor resources [3, pp. 7–9].

The characteristics of the transformation of motivational mechanisms in modern conditions are explored in the works of Chaika I. P. and Khursa O. V. These studies note that, in conditions of instability and crisis, the importance of non-material incentives, flexible work organization, and social support for employees increases significantly [4, pp. 401–404]. At the same time, the issue of building and developing staff competencies in the context of digitalization has been studied by Shapka I. V. and Borzov S. O. Their works justify the need to transition to competency-based models of human resource management with an emphasis on digital skills [5, pp. 143–145].

Contemporary aspects of human resource management in the digital economy are reflected in works devoted to the development of HR systems and a people-centered approach. In particular, Chatchenko T. V. and co-authors emphasize the importance of integrating

HR functions into strategic enterprise management through the use of digital platforms and data analytics [6, pp. 518–522]. L. V. Shaulska and other researchers emphasize the need to develop a people-centered management model that takes into account the individual needs of employees and promotes their engagement [7, pp. 448–452].

The issue of work organization in a hybrid environment is examined in detail in the works of M. S. Zaslavska and S. E. Zaslavsky. These scholarly works emphasize the need to adapt work processes to a combination of remote and in-person work, as well as to develop the digital infrastructure of enterprises [8, pp. 59–63]. Similar approaches can be found in the study by Abramov M. et al. These approaches define hybrid employment as one of the key characteristics of modern work organization [10, pp. 4–6]. A significant contribution to the development of the theory of work organization has been made in works that justify a human-centered approach. In particular, Verbova O. S. and Verbova R. M. note that the effectiveness of work processes depends to a large extent on the degree of alignment between the interests of the employee and the employer, as well as on the creation of a favorable socio-psychological climate [9, pp. 412–415].

Foreign academic research complements these approaches, forming the theoretical foundation of the modern understanding of work organization. For example, Parker S. K. and Grote G. examine the impact of automation and algorithmization on job design, emphasizing the need to rethink the role of the worker in interacting with digital systems [11, pp. 1176–1180]. The concept of job design developed by Oldham G. R. and Fried Y. emphasizes the importance of workplace structural characteristics for ensuring employee productivity and satisfaction [12, pp. 22–25].

The “Job Demands–Resources” (JD-R) model, proposed by Schaufeli W. B., allows for an assessment of the balance between an employee’s workload and resources, which is particularly relevant in the digital environment [13, pp. 122–125]. In turn, Grant A. M. and Parker S. K. argue for the need to rethink classical theories of work organization in light of contemporary challenges [14, pp. 320–325].

Fundamental changes in the labor market in the context of digitalization are described in the works of Brynjolfsson, E., and McAfee, A., who emphasize the impact of technology on productivity and the structure of employment [15, pp. 47–52]. Susskind D. predicts a significant reduction in traditional jobs in the future [17, pp. 83–87]. Analytical reports by international organizations, including Eurofound and

Deloitte, confirm trends toward the spread of flexible forms of employment, the digitalization of jobs, and the increasing role of human capital [16, pp. 15–18; 18, pp. 10–14].

Despite the significant body of research, it should be noted that most studies focus on specific aspects of the digital transformation of work, while issues related to the comprehensive organization of work processes at the workplace level remain underdeveloped. This highlights the need for further research and the systematization of approaches to developing effective models of work organization in the digital economy.

### ***Materials and Methods***

The methodological framework for studying the organization of work processes in the workplace amid the digital transformation of enterprises is based on an interdisciplinary approach that integrates principles from labor economics, production organization theory, human resource management, and the digital economy. This approach allows for a comprehensive examination of transformational changes in work processes under the influence of technological innovations and socio-economic factors.

The theoretical framework of this study is based on classical and contemporary concepts of work organization, including job design theory, the Job Demands–Resources (JD-R) model, and approaches to human capital management in the digital economy. Applying the principles of job design theory allows for the analysis of workplace structural characteristics and their impact on employee productivity and satisfaction [12, pp. 23–24]. In turn, the JD-R model enables the assessment of the relationship between an employee’s workload and resources. This is critically important in a digital environment with a high level of information load [13, pp. 123–125].

Another key element of the methodology is the concept of human capital transformation in the context of Industry 4.0, which underscores the need to develop employees’ digital competencies and adaptability [1, pp. 5–7]. Additionally, approaches to rethinking the organization of labor in the context of automation and algorithmization, as discussed in contemporary foreign studies, have been taken into account [11, pp. 1177–1179].

The research is based on scholarly works by Ukrainian and foreign scholars, analytical reports from international organizations, as well as the findings of recent empirical studies in the fields of the labor market and human resource management. The study utilizes research findings on the transformation of Ukraine’s labor market and its integration into the global economic space [2, pp. 212–214; 3, pp. 8–9], as well as analytical

materials on changes in working conditions and the spread of flexible forms of employment [16, pp. 16–18; 18, pp. 11–13].

The study employed a set of complementary methods to ensure the depth and reliability of the results obtained. The main methods are summarized in Table 1.

Table 1

**A System of Methods for Studying the Organization of Work Processes in the Context of Digital Transformation**

Research Methodology	The essence of the method	Purpose of use in the study	Expected result
Analysis and Synthesis	Breaking down a phenomenon into its components and subsequently generalizing them	Identifying key characteristics of work processes in a digital environment	Developing a comprehensive vision for the transformation of work
A systematic approach	Viewing an object as a complex system of interconnected elements	A study of the interaction between technological, organizational, and social factors	Identifying the systemic effects of digitalization
Comparative analysis	A comparison of different models of work organization	An assessment of the differences between traditional and digital forms of work	Identifying the benefits of hybrid employment models
Structural-functional method	Analysis of the structure and functions of system components	Identification of the components of the work process	Identifying changes in the workplace structure
Summary	Systematization of the research results	Formulation of scientific conclusions	Development of recommendations for improving work organization
Logic modeling	Building conceptual models	Development of a digital workplace model	Visualizing changes in work processes

Source: compiled by the authors

As shown in Table 1, the methodological tools employed encompass both general scientific and specialized methods. This allows for the examination of work organization from various perspectives—ranging from structural to behavioral. This ensures the comprehensiveness of the study and enables the drawing

of well-founded conclusions.

Along with research methods, the information and analytical database plays a crucial role in determining the reliability and relevance of the results obtained. Its structure and content are summarized in Table 2.

Table 2

**Information and analytical database for the study of work processes**

Group of sources	Specifications	Examples of usage in the study	Analytical value
Research papers by Ukrainian scholars	Research on labor market transformation, HR practices, and competencies	Analysis of the impact of digitalization on employment and work organization	Taking national characteristics into account
Foreign research studies	Theories of work design, automation, and the digital economy	Justification of modern concepts of work organization	Development of a theoretical framework
Analytical reports from international organizations	Data on global trends in employment and digitalization	Assessment of the prevalence of flexible work arrangements	Relevance and practical significance
Statistical and analytical materials	Data on the labor market and productivity	Identifying trends in changes to work processes	Objectivity and reliability
Concepts and models of human resource management	HR systems, a people-centered approach	An analysis of contemporary approaches to work organization	Practical focus of the study

Source: compiled by the authors

An overview of the information and analytical framework (Table 2) shows that the study is based on a combination of theoretical and applied sources, which allows for consideration of both global trends in digitization and the specific characteristics of the Ukrainian labor market. This contributes to the validity of the results and their practical significance.

Thus, the methodology and data set employed provide a comprehensive approach to studying the organization of work processes in a digital environment, enabling the formulation of scientifically sound recommendations for their improvement.

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### ***Results and Discussion***

The study found that the digital transformation of enterprises leads to systemic changes in the organization of work processes in the workplace, encompassing technological, functional, and socio-economic aspects. The results indicate the emergence of a new model of work organization. This model is based on the integration of digital technologies and a human-centered approach to human resource management.

First and foremost, it has been established that digitization is transforming the nature of work processes. In particular, the proportion of routine tasks—which are being automated—is decreasing, while the importance of analytical, creative, and managerial activities is increasing. This is confirmed by recent studies, which note that automation contributes to increased productivity but simultaneously changes the requirements for employee qualifications [11, pp. 1178–1180; 15, pp. 49–51]. As a result, a new employment structure is emerging, focused on knowledge and innovation.

An important finding of the study is the justification of the concept of the digital workplace as a fundamental element of modern work organization. Such a workplace is characterized by the use of information and communication technologies, integrated management platforms, and the ability to interact remotely. The proliferation of digital workplaces contributes to increased flexibility in labor organization,

which is particularly relevant in conditions of instability and external challenges [16, pp. 17–18; 18, pp. 12–14].

The study found that one of the key areas of transformation is the development of hybrid employment models. Combining remote and in-person work allows companies to optimize resource utilization and improve the efficiency of work processes. At the same time, such models require new approaches to coordinating activities, monitoring results, and maintaining corporate culture [8, pp. 60–62; 10, pp. 5–6]. This confirms the need to rethink traditional management practices.

The results also indicate a significant shift in the competencies required of employees. In the digital environment, not only professional knowledge but also digital literacy, the ability to learn, critical thinking, and adaptability have become crucial. As noted in academic sources, the development of such competencies is a prerequisite for the effective functioning of enterprises in today's environment [1, pp. 6–8; 5, pp. 143–145]. In this regard, the development of continuous staff training systems takes on particular importance.

The study demonstrates that digital transformation promotes the adoption of a people-centered approach to work organization. This is reflected in an increased focus on employees' needs, their motivation, working conditions, and psychological well-being. It has been established that taking these factors into account has a positive impact on staff productivity and engagement [7, pp. 449–452; 9, pp. 412–414]. In today's environment, companies are increasingly focused on creating a comfortable and safe work environment.

Along with the positive effects of digitalization, a number of problems and risks have been identified. In particular, it has been found that the increased use of digital technologies can lead to information overload among employees, higher stress levels, and a decline in the quality of interpersonal interactions. Furthermore, there is a risk of certain categories of employees being displaced as a result of the automation of production processes [17, pp. 84–86]. This necessitates the development of effective mechanisms for social protection and workforce adaptation.

A discussion of the findings leads to the conclusion that the effective organization of work processes in a digital environment requires a comprehensive approach that combines technological innovation with the development of human capital. It is also important to strike a balance between increasing productivity and maintaining the quality of work life.

Based on the study, a conceptual model for organizing work processes in a digital environment has been proposed, which includes the following key elements: a digital work environment, flexible forms of employment, staff competency development, the use of HR analytics, a people-centered approach to management.

Implementing this model will enable companies to improve the efficiency of their workforce, ensure their adaptation to digital transformation, and build competitive advantages in the modern economy.

Thus, the study's findings confirm that digital transformation is a key driver of change in the field of work organization. Its effectiveness depends on companies' ability to integrate technological and social innovations into a unified system for managing work processes.

### **Conclusions**

As a result of this study, theoretical principles have been summarized and practical approaches to organizing work processes in the workplace in the context of a company's digital transformation have been substantiated. The findings allow for a number of conceptual and practical conclusions to be drawn.

First, it has been established that digital transformation is a key driver of structural changes in the labor market, prompting a rethinking of traditional approaches to the organization of work processes. It facilitates the transition from standardized and rigidly regulated models to flexible, adaptive, and technologically integrated work organization systems focused on results and efficiency.

Second, it has been demonstrated that the modern workplace is transforming into a digital environment where information and communication technologies, digital platforms, and analytical tools play a key role. This makes it possible to optimize work processes, increase labor productivity, and expand forms of employment, particularly through the adoption of remote and hybrid work.

Third, it has been demonstrated that the effectiveness of work process organization in a digital environment depends to a large extent on the level of human capital development. The importance of digital competencies, the ability to engage in continuous learning, adaptability, and innovative thinking among employees is growing. In this context, companies must actively invest in staff development and the creation of modern competency models.

Fourth, it has been established that an important aspect of transforming work organization is the adoption of a people-centered approach, which involves taking into account the individual needs of employees, ensuring appropriate working conditions, and

supporting their psychological well-being. This approach helps to increase staff motivation, engagement, and productivity.

Fifth, it has been found that the digitization of work processes is accompanied not only by positive effects but also by certain risks, including information overload, increased stress levels, a decline in social interaction, and the potential displacement of workers due to automation. This requires the development of a balanced human resources management policy aimed at minimizing the negative consequences of digital transformation.

Sixth, the benefits of adopting a comprehensive approach to organizing work processes – one that combines technological innovations, modern HR practices, and strategic human resource management – have been demonstrated. This approach ensures alignment between the company's goals and the needs of its employees, which is the foundation of sustainable development.

The organization of work processes in the context of a company's digital transformation should be viewed as a multidimensional system that requires continuous improvement and adaptation to changes in the external environment. The practical implementation of the proposed approaches will help improve business performance, strengthen competitiveness, and ensure sustainable development in the digital economy.

Future research should focus on developing quantitative methods for evaluating the effectiveness of digital work processes, as well as adapting international best practices to the specific operating conditions of Ukrainian enterprises.

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## ОРГАНІЗАЦІЯ ТРУДОВИХ ПРОЦЕСІВ НА РОБОЧОМУ МІСЦІ В УМОВАХ ЦИФРОВОЇ ТРАНСФОРМАЦІЇ ПІДПРИЄМСТВА

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У статті досліджено теоретичні та прикладні аспекти організації трудових процесів на робочому місці в умовах цифрової трансформації підприємства. Узагальнення сучасних наукових підходів засвідчило, що цифровізація суттєво впливає на зміст праці, структуру зайнятості та моделі управління персоналом, формуючи нові вимоги до людського капіталу та організаційних практик. У межах аналізу останніх досліджень визначено, що ключовими тенденціями є поширення гібридних форм зайнятості, розвиток людиноцентричного управління та інтеграція цифрових технологій у трудові процеси. Методологічну основу дослідження становлять загальнонаукові методи (аналіз, синтез, системний підхід, порівняння) та спеціальні методи, зокрема структурно-функціональний аналіз і логічне моделювання, що дозволило комплексно оцінити трансформаційні зміни у сфері

організації праці. У результаті дослідження встановлено, що цифрова трансформація сприяє переходу до гнучких моделей організації праці, зростанню ролі цифрових компетенцій та впровадженню цифрових робочих місць. Обґрунтовано, що ефективність трудових процесів залежить від поєднання технологічних інновацій із розвитком людського капіталу та забезпеченням належних умов праці. Водночас, виявлено ризики, пов'язані з цифровим навантаженням і змінами у структурі зайнятості. Зроблено висновок про необхідність комплексного підходу до організації праці, що враховує як технологічні, так і соціальні аспекти, та спрямований на підвищення ефективності діяльності підприємств у цифровому середовищі.

**Ключові слова:** цифрова трансформація, організація праці, трудові процеси, робоче місце, людський капітал, цифрові компетенції, гібридна зайнятість, HR-менеджмент, ефективність праці, людиноцентричний підхід.

#### ORGANIZING WORK PROCESSES IN THE WORKPLACE AMID A COMPANY'S DIGITAL TRANSFORMATION ABSTRACT

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*This article examines the theoretical and practical aspects of organizing work processes in the workplace in the context of a company's digital transformation. A review of current scientific approaches has shown that digitalization significantly influences the nature of work, the structure of employment, and human resource management models, giving rise to new demands on human capital and organizational practices. An analysis of recent studies has identified the spread of hybrid forms of employment, the development of people-centered management, and the integration of digital technologies into work processes as key trends. The methodological framework of the study is based on general scientific methods (analysis, synthesis, the systems approach, and comparison) as well as specialized methods, in particular structural-functional analysis and logical modeling, which made it possible to comprehensively assess the transformational changes in the field of work organization. The study found that digital transformation facilitates the transition to flexible work organization models, the growing importance of digital competencies, and the adoption of digital workplaces. It has been demonstrated that the efficiency of work processes depends on combining technological innovations with the development of human capital and ensuring adequate working conditions. At the same time, risks associated with digital workload and changes in the structure of employment have been identified. It was concluded that a comprehensive approach to work organization is necessary, one that takes into account both technological and social aspects and is aimed at improving the efficiency of enterprises in the digital environment.*

**Keywords:** digital transformation, work organization, work processes, workplace, human capital, digital competencies, hybrid work, HR management, labor productivity, people-centered approach.

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