PEOPLE-CENTRIC HR-MANAGEMENT: ENHANCING RECRUITMENT, MOTIVATION AND INTELLECTUAL-PERSONNEL SECURITY OF ENTERPRISES

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Abstract. *The article is devoted to the study of human-centrism as a philosophy of the functioning of the HR management system, which ensures the effectiveness of personnel recruitment, their motivation and a high level of intellectual and personnel security of enterprises. It is proposed to understand intellectual and personnel security as the state of the human resource of an enterprise with a high level of intellectual capital, relevant skills and knowledge, capable of counteracting threats and risks arising from the actions or inaction of employees. The main threats to intellectual and personnel security are identified, including high staff turnover, low labour productivity, conflicts and disloyalty. It is substantiated that human-centrism in management personnel focuses management processes on the needs and interests of employees, as opposed to the traditional resource approach to HR management. It is proved that satisfying the needs of personnel forms their loyalty, conscientious performance of duties and the desire for self-development, which are crucial for the economic success of the company. The discrepancy between the concept of human-centrism and the traditional understanding of HR management as "human resources" management is highlighted, however, the value of using the term "human-centric personnel management" to translate a new focus into the management system of organizations is emphasized. The possibilities of integrating the human-centric paradigm into the processes of recruiting and motivating personnel are explored. It is proposed to use digital recruiting and the "broad search" method as human-centric tools that allow finding the optimal candidate. The elements of "full-cycle recruiting" are presented and the importance of the individualization of the hiring process is substantiated. The role of requirements for candidates with line managers and an important attitude towards all applicants is emphasized. The motivational aspect is separately noted, and it is emphasized that diversifying motivation tools to meet the needs of each employee is a sign of a human-centric approach. The use of the StrengthsFinder test is recommended to identify and develop the strengths of personnel. It is concluded that a focus on employees within human-centric HR management allows for the development of accurate HR risk maps and the prevention of conflicts, which is critically important for the stability and growth of an enterprise and for the effective management of its intellectual and personnel security.*

Keywords: human-centrism, HR management, personnel, motivation, risk, recruiting, digital personnel recruitment, intellectual capital, personnel security, economic security of the enterprise.
JEL Classification: D8, J24, M12, L2
Formulas: 0; fig.: 3; tabl. 0; bibl.: 14

Introduction. In the process of functioning of HR services and departments for work with personnel of modern enterprises, numerous personnel risks are formed, which can have negative consequences for the state of intellectual and personnel, and ultimately – also economic security of the enterprise. Various functional tasks of HR management and various stages and aspects of interaction between managers and employees have their own "red flags", which in practice should be avoided or the probability of their negative impact on the results of the company's business processes should be minimized. Personnel management is one of the most complex processes of safety-oriented management of business entities, as it has two significant subjective factors at once – the behaviour of the manager and the behaviour of the employee. Each category of personnel pursues its personal and professional interests, has its own desires, intentions, skills, knowledge and goals, which must be balanced and regulated in order to achieve harmony in the workplace and ensure the maximum economic effect for the enterprise from the efforts made by employees to perform their duties.

Within the framework of this study, several problematic aspects of personnel management are highlighted, namely recruiting, motivation and ensuring intellectual and personnel security. Therefore, it is proposed to consider the possibilities of using the principles of human centrism in order to minimize personnel risks for the state of economic security of the enterprise and to form a staff of loyal and involved personnel capable of providing the business entity with strategic development and competitive advantages even under the influence of wartime challenges and in conditions of a tendency for business to lose human capital.

Literature Review. In the research of Pandey & Mahesh (2023), the focus is on people-oriented HRM like "employee well-being", "employee voice", "work-family balance", etc., suggesting that organizations consider people as a source of competitive advantage. Atakan & Meriç (2024) trace the way from human resources to people and culture and offer advanced analytics of evolving people-centric approaches in Human Resource Management. Some important issues of "people-centered" management specific are characterized by Changrong (2014) more than 10 years ago, and Mullins et al. (2001) examined people-centric management policies almost 25 years ago! So, the concept is not new, but today it gets a «new gulp of air» – Tanchai & Bunnag (2017) studied people-centric leadership and management to tackle social issues and Moyo et al. (2021). traced the way how people-centred management could be used for improving construction workers' productivity.

The concept of human-centricity has gained wider traction in recent years within the publications of Ukrainian scholars. This can be attributed to the national economy's loss of intellectual capital, which has spurred increased interest among researchers and practitioners in the possibilities of its preservation through the use of socially-oriented management tools. These tools are built upon the theoretical foundation of human-centricity, encompassing concepts such as human value, fairness in the distribution of material wealth, and the efficiency of labour and management (Turylo & Horska, 2021).

Scholars are focusing on the specifics of forming and the innovative aspects of a human-centric model for enterprise economics (Riktor, 2024), the development of the human resources ecosystem of organizations as a conceptual and applied platform for

human-centricity (Kolot et al., 2023), and human-centric personnel management in Ukrainian enterprises as a countermeasure to wartime challenges (Verbova & Verbova, 2024). From the micro-level, the concept of human-centricity is transitioning to the macro-level, where it is reflected in the search for ways to decentralize and model human-centric human resource management in territorial communities (Dzvinchuk et al., 2024). It also extends to the sphere of business functioning, aiming to shift the focus of entrepreneurial activity generally – not just the principles of organizational personnel management – towards the primary satisfaction of human needs as consumers of goods and services (Dyba & Herneho, 2020).

However, in various spheres of economic life and at different levels of managing socio-economic systems, problems persist regarding the integration of the mechanism for ensuring human-centric principles into management processes (Shakhno et al., 2021). This confirms the relevance of the initiated research, especially given the urgent need for the humanization of educational institution management in the context of the modernization of Ukraine's national education system from a human-centric perspective (Tkachuk & Tkachuk, 2022).

Aims. The purpose of the study is to establish prospects and positive results from using the concept of human-centrism in the HR-management system as a means of ensuring the effectiveness of personnel recruitment, their motivation and intellectual and personnel security of enterprises. To implement the goal, it is necessary to perform several research tasks, in particular: to define the concept of intellectual and personnel security from the perspective of human-centric management, to establish personnel risks for the state of intellectual and personnel and economic security of the enterprise, to trace the problems of personnel recruitment faced by employees of HR management services and to substantiate the positive impact of human-centric management on personnel motivation.

Methodology. Using the analysis method, the priority functional areas of the enterprise's HR management system were identified, such as recruitment, motivational policy, and safety-oriented personnel management; the substantive essence of human centrism was specified and the possibilities of influencing each of the named areas were established. The synthesis method allowed for the grouping of certain possibilities for using the principles of human centrism to form a holistic idea of the possibilities of changing the focus of modern HR management to the plane of social orientation and its targeting on the interests and desires of enterprise employees. The comparison method allowed for the comparison of economically oriented and human-oriented HR management systems, and for the establishment of the advantages that human-centric management has for ensuring the intellectual and personnel security of the organization with the dominance in the focus of managerial attention of the state of its internal environment and the risks that arise in it. The abstraction method was used to clarify the characteristic features and specific features of human-centric management, effective personnel recruitment, rational and effective forms of motivation and management decisions to ensure intellectual and personnel security. The graphical method was used to systematize and visualize the main results of the research. The generalization method made it possible to form concise conclusions and recommendations based on the materials of the analytical work carried out.

Results. The organization and implementation of the procedure for hiring personnel to perform various professional tasks and roles in the organization is one of the most important management functions in the activities of any modern enterprise. The problems of finding candidates who meet the needs and requirements of a specific position in the structure of the business entity can be delegated by their managers to their own employees who are involved in HR-management processes (from the English HR – Human Resources) and work in personnel management departments or outsourced to external recruiting companies. In Ukraine, preference is given to the first of the outlined options, which is explained by the limited financial resources that can be spent on paying for the services of recruitment agencies and the desire to prevent risks that may arise when involving third parties, even if only indirectly, in the formation of intellectual capital and potential of the company. Understanding how recruitment works and how this process occurs at the applied level helps top managers of the company to form the foundations of an effective personnel policy, ensure the preservation of personnel resources and intellectual potential, and strengthen the level of intellectual and personnel security. In the modern realities of business operations, intellectual and personnel security is a state of the enterprise's human resources, characterized by a high level of intellectual capital, relevant professional skills and specialized knowledge, and is able to counteract threats to personnel safety and, at the same time, prevent the emergence of risks for the company, the sources of which are the actions or inaction of employees. The main condition for the state of intellectual and personnel security of the enterprise to be characterized as satisfactory is a sufficient number of employees with the necessary qualification characteristics and skills to ensure the achievement of the tactical and strategic goals of the business entity. Accordingly, employee dismissal, high staff turnover, low level of discipline and labour productivity, failure to achieve KPIs, conflicts in the team, toxic working atmosphere, industrial espionage, disloyalty and professional burnout are only a small, but main part of the list of threats to the intellectual and personnel security of the company. High-quality recruitment can minimize some of them; a number of problems can be solved by updating the motivational policy. However, human-centric personnel management can prevent the emergence of almost all of the above-mentioned problematic aspects.

Human-centeredness in personnel management is a philosophy of HR-management that puts the needs and interests of employees at the centre of management processes, encourages a deep study of staff expectations from working in the company and their requirements for the employer. Human-centeredness is based on the assumption that meeting the needs of an employee will encourage him to be loyal to the company, to conscientiously fulfil his professional duties, to develop his professionalism and potential in order to stay working for the benefit of the company, realizing that its values, economic success and achievement of strategic guidelines are inextricably linked to his personal values and satisfaction of urgent needs. Human-centric personnel management is one of the types of socially oriented management, however, in the case of the HR plane, the manager is not interested in the possibility of achieving a social effect, but in the specific values, needs and interests of each employee subordinate to him.

It should be noted that the substantive essence of human-centrism is not consistent with the concept of HR management, which considers a person as a resource necessary for the production of economic benefits. However, the conscious use of the definition of "human-centric personnel management" allows us to translate new shades of management "focus on the person, not on the resource" into the theoretical, methodological and applied plane of management science.

Personnel recruitment is an important component of the HR-management system of a modern enterprise, which requires the use of a wide range of methodological tools, analytical and social skills from personnel management specialists. It is advisable to combine several types of personnel recruitment in the practice of the enterprise, since such an approach will ensure optimal expenditure of effort and time to fill vacant positions and will allow using various sources of attracting human resources. Ukrainian companies are characterized by a situation where they do not have enough employees to single out the position of recruiter in the staff and transfer all responsibilities for finding and hiring employees to him. This is one of those problems in personnel management that requires persistent work on the theoretical and applied levels. Motivation of employees of enterprises operating in wartime conditions is a difficult management challenge, especially considering the fact that the limited resources of Ukrainian companies do not allow managers to use an arsenal of material incentives to maintain the "working spirit" in teams and to meet the needs of personnel. Most companies do not have a systematic and consistent approach to the use of motivation tools, and this important aspect of ensuring intellectual and personnel security (motivation is a catalyst for self-development and self-management of personnel, its "anchor" in the company, the possibility of material or moral satisfaction of current needs, etc.) is not used in the management of organizations with one hundred percent efficiency. It is by the level of development of the motivational mechanism that one can conclude whether HR management uses the concept of human centrism. If motivation tools are diversified to the goals and needs of a particular employee, this is a sign of a people-centric approach.

Personnel risks can arise at all stages of attracting personnel to form the company's staff, therefore, in the theoretical plane, it is worth tracing the features of the process implementation and weaknesses in order to provide recommendations for their strengthening using tools and means of managerial influence. To maintain the level of intellectual and personnel security, people-centeredness is very important, since focusing on employees, collecting information about them, assessing their current financial condition, as well as professional ambitions, aspirations and intentions, makes it possible to develop accurate and relevant maps of personnel risks arising from the actions or inaction of persons occupying managerial and strategically important positions for the existence of the company. People-centeredness is manifested in a developed communicative process, which can become a source of information about employee dissatisfaction with working conditions, workload, salary level, etc. On the other hand, understanding an employee's wishes gives the manager a hint on how to keep him in the team, encourage professional development, a higher level of professional dedication, effective time management and Kairos-management.

Discussion. Let's consider how the principles of human-centeredness can be integrated into the processes of recruitment, motivation and, as a result, optimize the approach to managing the intellectual and personnel security of the enterprise.

Recruitment in wartime Ukraine is facing unprecedented challenges that manifest themselves at all stages of personnel recruitment – from the search for candidates for positions to their adaptation and retention in the team. Loss of labour resources, population displacement, mobilization, shortage of qualified specialists, economic instability and rapid digitalization significantly complicate the tasks of HR specialists. Ukrainian enterprises have to exist in conditions of high competition in the labour market, adapting to the new reality through the implementation of flexible, innovative and inclusive approaches. The success of recruitment strategies during this period depends on the ability of companies to quickly respond to external challenges, invest in the development of the employer brand, optimize communication and on boarding processes, and also support social responsibility as an element of corporate culture.

For personnel recruitment according to the principles of human-centeredness, it is advisable to use a combination of traditional and innovative methods of searching and attracting personnel to the company's staff. Among innovative practices, digital recruiting (Digital Recruiting / E-Recruiting) is gaining increasing popularity.

Fig. 1 demonstrates the possibilities of modernizing personnel recruitment in the HR-management system of modern enterprises under the influence of digitalization.
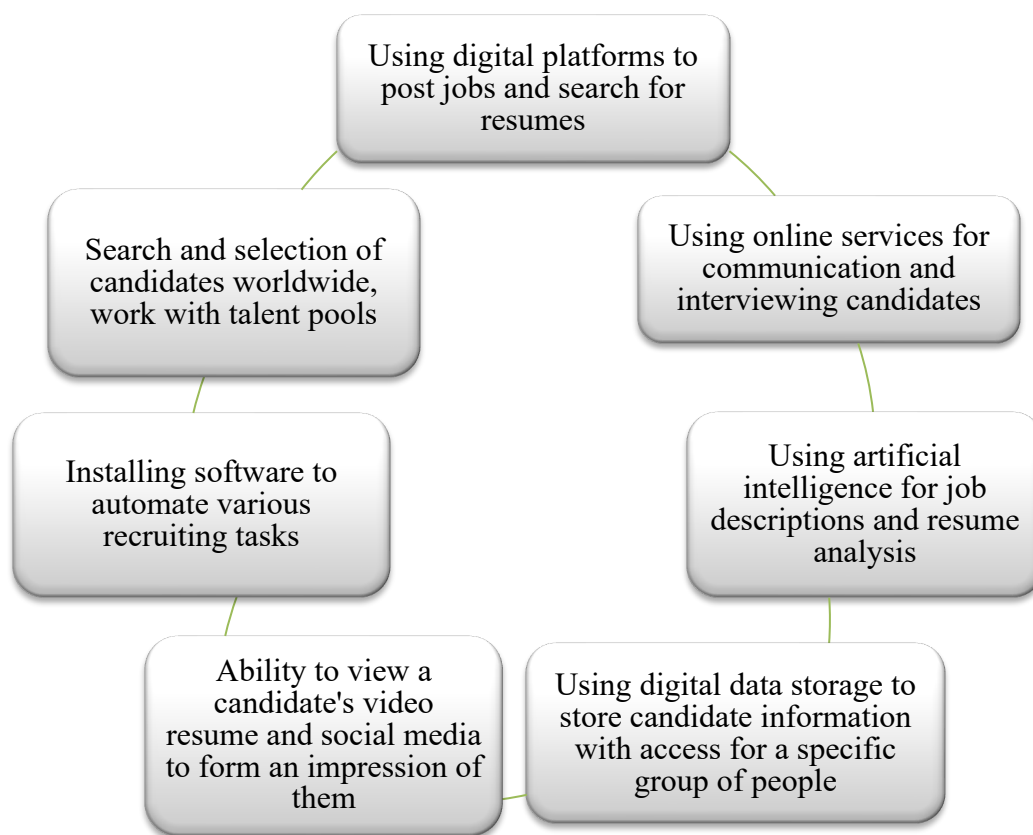

Figure 1. Modernization of personnel recruitment under the influence of digitalization

Source: developed by the authors

To increase the efficiency of the recruitment process using the opportunities of digitalization in this process, domestic HR management specialists can be offered several tips that have proven their effectiveness in the conditions of competition for professional human resources. First, it is worth conducting a so-called broad search for candidates, including in the digital space. This approach is people-centric, as it allows potential job applicants to learn about the vacancy at a convenient time for them, in a safe place, to have the opportunity to consider the offer and respond to the searcher. Even if the immediate future manager, whose position in the department needs to be filled, believes that he has a relevant internal candidate, it is useful for the HR department to conduct at least a superficial search for options outside the company to determine whether there is another applicant who may be more qualified to fill this position. Potentially, this approach is successful in ensuring the intellectual and personnel security of the company. Using digital technologies, this is not difficult to do by reviewing current job search ads on the Internet. This approach not only helps to find the best candidate to fill the vacancy but can also help to find someone who is well suited for another position for which the recruiter is also looking for applicants, which again will be a manifestation of human centrism, because the focus is on the person whose skills, competencies and strengths attracted the recruiter.

Fig. 2 demonstrates a set of elements of the full-cycle recruitment process, which has gained popularity in many countries of the world, and which is proposed to be integrated into the HR-management system of Ukrainian companies to form their human capital.
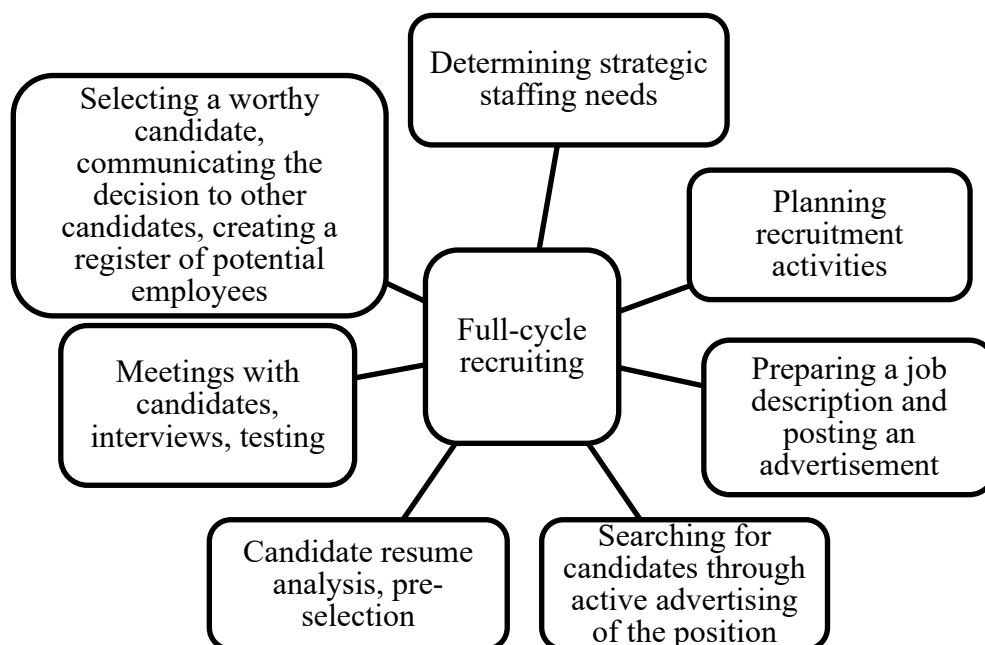

Figure 2. Elements of "full-cycle" recruiting
Source: developed by the authors

Full-cycle recruiting involves the company's HR manager performing a number of important stages of work, at the end of which the company will receive a worthy employee, whose behaviour is highly likely to be economically safe for the company's

corporate resources and will strengthen the state of its intellectual and personnel security. First of all, the recruiter must have a good understanding of the company's needs for human resources, and sometimes - predict such a need for the future, in order to form a set of parameters for himself that a candidate for a vacant position must meet. At this stage, human-centrism may manifest itself when the recruiter decides to conduct a preliminary discussion with the employee's future immediate supervisor of his expectations and requirements for the candidate in order to promote future comfortable cooperation between the boss and his subordinate. The discussion should give the recruiter an understanding of the type of person that HR specialists are looking for, a list of his competencies, knowledge, skills and desired work experience. If the concept of human-centeredness is used, the recruitment process will differ for each new position, the set of questions and interview elements will also be different, individualized. However, if the new open vacancy is similar to the one that was recently successfully closed, the recruiter can reuse his previous recruitment plan, making adjustments to it as necessary or adding new necessary points.

Drawing up a job description is one of the most important tasks of a recruiter, which demonstrates his professionalism and understanding of the company's personnel needs. The job description for a potential candidate provides information about what the employer expects from a new employee, as well as what professional tasks he will have to perform in the future. The job description is most often written by a recruiter, who systematizes the requirements for the candidate and formulates the job description. The policy of human-centric management is aimed at using information collected during dialogues and discussions with the immediate supervisor of the department where the job seeker will work. In practice, a recruiter can understand what type of personality is needed for a position, however, the focus on human needs, in this particular case – on the needs of the head of the department, necessitates the coordination of the list of specific skills and competencies with line managers.

Having received a resume and information about the desires and intentions of employment in the company, the recruiter analyses the received applications and determines which of them are likely to meet the needs of a specific position. Since an interview with candidates for a position takes some time, the recruiter, in order to show respect for the candidates and not to bother and waste the time of those who do not meet the requirements, narrows the number of people for an interview by analysing their professional data.

Interviewing candidates can take place according to different scenarios. In many companies, the interview stage is the task of HR specialists. There may be many candidates for a position, even after reducing their number based on the results of the resume analysis, the head of the company's department does not have enough time to interview them all. In this case, the recruiter conducts a first introductory interview with the selected candidates and selects the best of them for a second interview. After that, the department head meets with several selected candidates and makes the final personnel decision.

At the final stage of recruitment, the recruiter must perform several more tasks in order to professionally complete the hiring process, for example, respectfully inform candidates whose applications were rejected that the company has filled the vacancy

and remove the vacancy announcement so that job seekers do not waste their time studying it and sending their resumes. The recruitment process carried out according to the described scenario complies with the principles of human centrism and has a high chance of successfully forming high-quality intellectual capital necessary for the effective functioning and sustainable growth of the business entity in a strategic perspective.

Now let's consider the motivational aspect. Sometimes it is difficult for an employee to determine what professional goals are of primary importance to him, whether he wants to develop his intellectual potential in his current position and what incentives and motivators would best meet his interests at a particular moment in time. An analytical tool that HR staff can use to help employees on their professional development path and to obtain information for themselves to focus incentives and develop individual motivational maps and career trajectories can be the StrengthsFinder test, created by the Gallup Institute, which allows you to identify 5 main talents (strengths) of an employee from among 34 clusters. Experts argue that, unlike many other diagnostic tools and tests, StrengthsFinder does not indicate a person's shortcomings or potential areas of possible personal and professional growth, but shows which talents and skills are already developed at the maximum level, and suggests supporting, perfecting and using them in the future. For HR management of enterprises that decide to use this testing in their work with personnel, the concept of "strengths-based development" is recommended, which is innovative against the background of classical personnel management and is based on two slogans: do not correct shortcomings, but develop strengths and talents (this is advice for employees) and do not look for a universal employee, but select a role and motivator for the talent a person has (recommendation for HR managers).

Figure 3 summarizes the possibilities of updating approaches to the implementation of various functions of the HR management system on the basis of human centrism.

Human-centeredness in the management of intellectual and personnel security forms the basis of trust and cooperation between employees and management. Personnel who understand that the company cares about their interests, takes into account their needs and motivates them in all possible ways, try to rationally use corporate resources within their area of responsibility, and work devotedly and efficiently. On the other hand, focusing on employees, specialists in security-oriented management are able to timely notice "red flags" in their behaviour and prevent conflict, fraud, dismissal or other negative factors affecting the state of intellectual and personnel security of the enterprise.

Conclusion. The conducted research into promising areas of using human-centeredness in the HR management system, in particular, to ensure the effectiveness of personnel recruitment, their motivation and intellectual and personnel security of enterprises, made it possible to draw the following important conclusions.
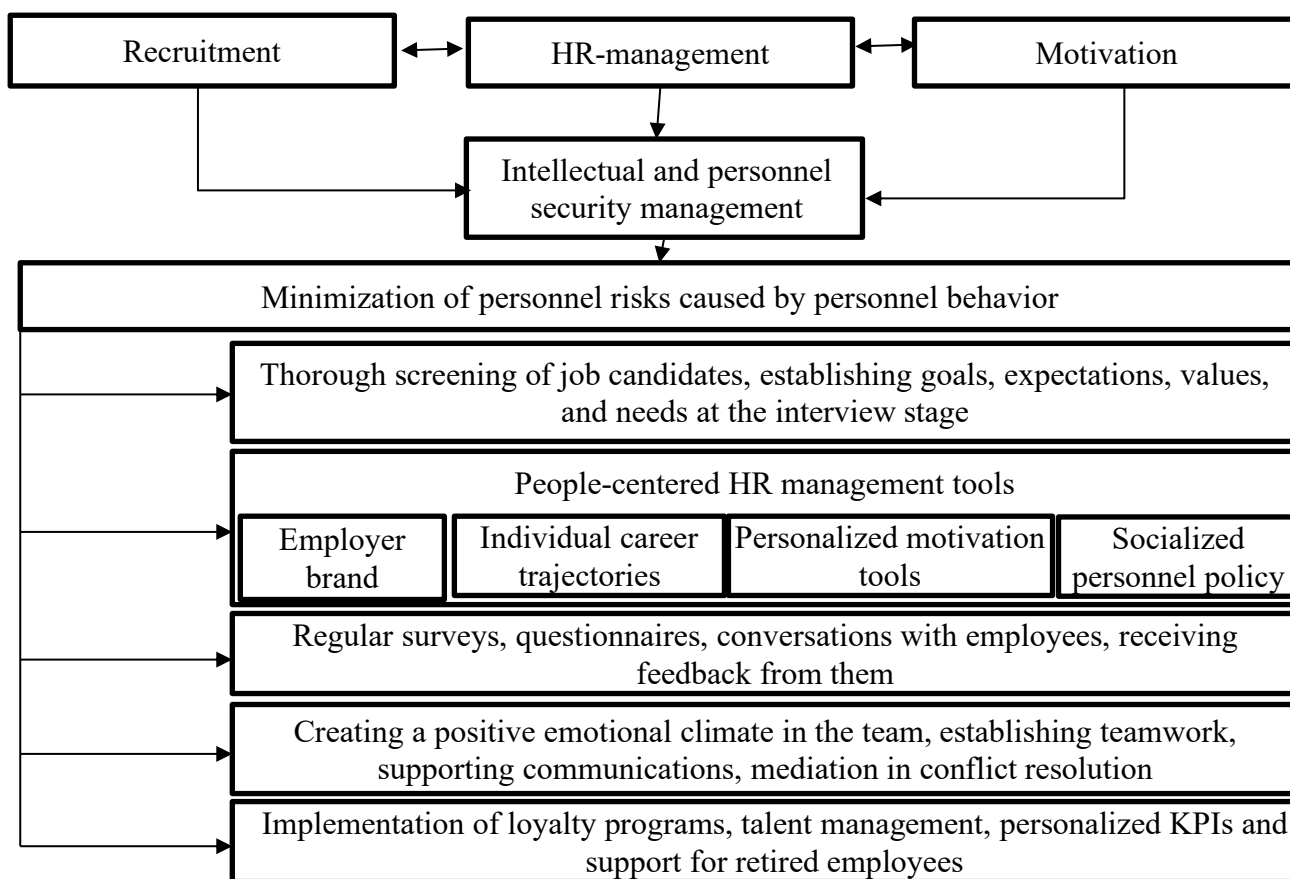
Figure 3. Possibilities of updating approaches to the implementation of various functions of the HR management system on the basis of human-centeredness
Source: developed by the authors`

1. It is proposed to consider intellectual and personnel security as a state of the enterprise's human resources, which is characterized by a high level of intellectual capital, relevant professional skills and specialized knowledge, and is able to counteract threats to personnel security and at the same time prevent the emergence of risks for the company, the sources of which are the actions or inaction of employees.

2. It has been established that the substantive essence of human-centrism is not consistent with the concept of HR management, which considers a person as a resource necessary for the production of economic benefits. However, the conscious use of the definition of "human-centric personnel management" allows us to translate new shades of management "focus on the person, not on the resource" into the theoretical, methodological and applied plane of management science. Human-centrism in personnel management is a philosophy of HR management that puts the needs and interests of employees at the centre of management processes, encourages a deep study of staff expectations from working in the company and their requirements for the employer.

3. It is substantiated that human-centrism is very important for maintaining the level of intellectual and personnel security, since focusing on employees, collecting information about them, assessing their current financial condition, as well as professional ambitions, aspirations and intentions, makes it possible to develop accurate and relevant maps of personnel risks arising from the actions or inaction of

persons occupying managerial and strategically important positions for the existence of the company. Human-centrism is manifested in a developed communicative process, which can become a source of information about employees' dissatisfaction with working conditions, workload, salary level, etc. On the other hand, understanding the employee's wishes gives the manager a hint on how to keep him in the team, encourage professional development, a higher level of professional dedication, effective time management and Kairos-management.

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