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**PROBLEMS OF ENTERPRISE MANAGEMENT IN THE CONDITIONS OF DIGITAL
TRANSFORMATION OF BUSINESS PROCESSES AND LOSS OF HUMAN CAPITAL**

Introduction. *Effective management of the activities of an enterprise of any type of economic activity in the conditions of digital transformations of business processes and loss of human capital is a challenge for a modern senior manager. The set of external environmental conditions in which Ukrainian enterprises operate had no analogues in the history of the formation and development of business in most countries of the world. Currently, there is no theoretical and methodological basis adapted to similar realities for making management decisions that could be effective in such business conditions. The practice of managing business entities known to this day needs to be revised, taking into account the realities of wartime, digitalization of business processes, and choosing a course of sustainable economic development.*

Purpose. *The study is aimed at specifying the problems of managing enterprises in the conditions of digital transformations of business processes and loss of human capital and suggesting ways to solve them.*

Results. *The substantive essence of the concept of "management" in the scientific thought of modern researchers is specified. The problems of managing modern enterprises in the conditions of digital transformations of business processes and loss of human capital are identified. Promising directions for overcoming the problems of managing domestic enterprises in the conditions of digital transformations of business processes and loss of human capital are proposed. The stages of reforming approaches to enterprise management in Ukraine in the conditions of digital transformations of business processes and loss of human capital are outlined.*

Originality. *As a result of the study, the following management problems were identified, which are inherent in most domestic enterprises: lack of qualified employees, personnel shortage, staff turnover; lack of experience in management in crisis conditions; rapid digital transformations of business processes and the environment; inability and unwillingness to introduce innovations; lack of financial reserves and inventories; high level of risks, unforeseen and unforeseeable; neglect of opportunities for optimizing time management. To solve the problems of managing domestic enterprises, it is recommended to apply the following approaches: long-term planning and regular review of activity strategies; anti-crisis management in the context of ensuring economic security, modernization of production, identification of risks and sources of investment; flexibility and innovation, in particular, the introduction of digital technologies, design of new areas of activity, optimization of time management; assessment and motivation of personnel (setting personal KPIs, supporting employee initiatives, team building, development of individual development plans); improvement of communication, including the introduction of digital platforms for information exchange and the establishment of effective communication channels between management and employees.*

Conclusion. *It has been established that modern scientists provide different definitions of management, which, however, have common features and are formalized using the same terminology. The most complete definition is that management is a set of sequential actions, tools for influencing personnel behavior and means of communication used to streamline the operational and strategic functioning of the enterprise. There are*

numerous factors influencing enterprise management, which are shaped by the internal and external environment, and in most cases they are closely interrelated: the external environment determines the framework within which the enterprise operates, and internal resources and processes ensure adaptation to these conditions. To achieve success in the process of enterprise management, it is necessary to take into account both groups of factors and adapt management approaches to specific business conditions.

Keywords: *management, management problems, enterprise, digitalization, digital transformation, business, business processes, human capital, human resources, intellectual potential.*

Problem statement. Effective management of the activities of an enterprise of any type of economic activity in the conditions of digital transformations of business processes and loss of human capital is a challenge for a modern senior manager. The set of external environmental conditions in which Ukrainian enterprises operate had no analogues in the history of the formation and development of business in most countries of the world. Ukrainian enterprises have not experienced such a number of threatening factors associated with the full-scale Russian invasion of Ukraine, destruction of infrastructure and blackouts, ruptures of partnership ties and logistics chains, the consequences of a global pandemic, general economic instability and political uncertainty since Ukraine gained independence in 1991, and in general since the emergence of Ukrainian business in the history of economic relations. Therefore, there is currently no theoretical and methodological basis adapted to such realities for making management decisions that could be effective in such business conditions. In view of this, the current practice of managing business entities needs to be revised, taking into account the realities of wartime, the digitalization of business processes, the choice of a course of sustainable economic development, etc.

Analysis of recent research and publications and identification of a previously unsolved part of the problem. Enterprise management is considered by modern domestic researchers in various areas of management science, mainly in the context of a separate functional direction of business management. Thus, Bilyavska YU. V., Kokhanyy M. O. conduct diagnostics of organizational and managerial activities at the enterprise [1], Borovyk M. V., Pysarevskyy I. M., Volkova M. V. offer methodological aspects of assessing the effectiveness of managing the activities of domestic enterprises and organizations in conditions of uncertainty and risk [2], Holovay N. M., Sysoeva I. M. determine the place of accounting in managing the activities of the enterprise [3], in the source [4] the directions for improving the management of organizational activities of enterprises in order to stabilize their economic security in conditions of war risks are offered; Kuprina N. M., Shkarupa S. S., Antonyuk O. P. investigate modern aspects of the analysis methodology in the management system and development of the activities of the agro-industrial complex of Ukraine, as well as the financial results of the enterprises [5], Kuchuk A. O. determines the features of the information and analytical system for managing the evacuation and restoration processes of the enterprises [6], Lyzanets A. G., Proskura V. F., Skuba A. M. focus on managing the effectiveness of the enterprise's activities [7], Lupak R. L., Nakonechna N. V., Mykityn O. Z. generalize the theoretical basis of management of ensuring the economic efficiency of the enterprise's activities on the basis of innovative development [8], Marchenko V. M., Horbatiuk A. G. form methodological approaches to assessing the effectiveness of the management of the enterprise's marketing activities [9], Moskalyuk G. O., Tongobash T. D. investigate reporting as a tool for increasing the effectiveness of the management of the enterprise's activities [10]. However, aspects such as digital transformation of business processes and the loss of human capital by Ukraine create new problems and risks for domestic business entities in their functioning and development, which must be resolved by means of managerial influence.

Aim of the paper is to specify the problems of enterprise management in the context of digital transformations of business processes and loss of human capital and to propose ways to solve them.

Presentation of the main research material. Content analysis of the content of publications by a number of domestic researchers makes it possible to generalize scientific approaches to determining the semantic essence of the concept of "management" (Fig. 1).

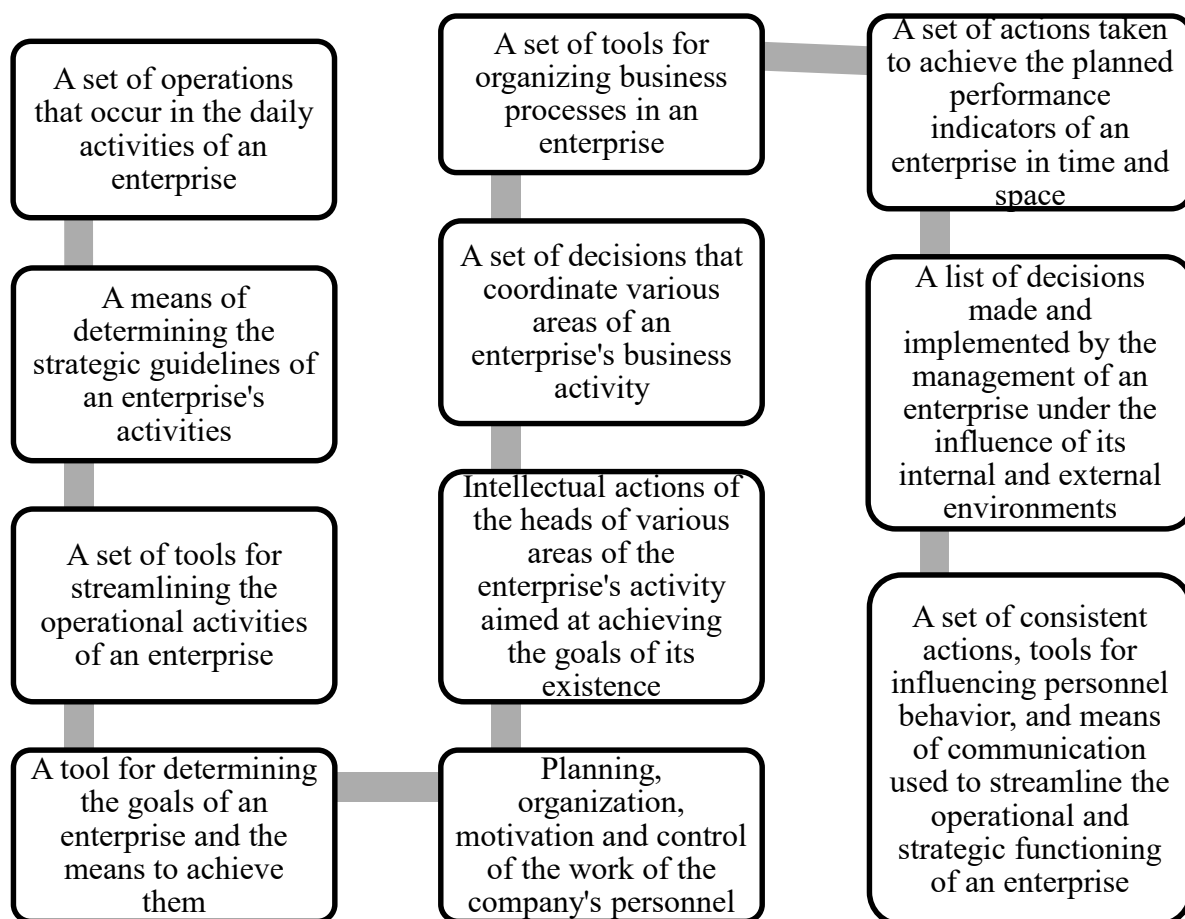


Fig. 1. – The semantic essence of the concept of "management" in the scientific thought of modern researchers

Developed by the authors with the sources [1-10]

The features of managing business entities directly depend on their industry affiliation, the size and complexity of the organizational structure, as well as the external and internal conditions of their functioning. A significant factor for effective management of an enterprise is the type of economic activity that it chooses as the main and priority.

Enterprise management depends on many factors that determine its effectiveness. The main aspects that affect the state of management are the following:

- the level of training of management personnel (guarantees a high speed of making management decisions and their effectiveness);
- resource provision of the enterprise's activities (including the search for additional sources of resources or opportunities for the effective use of available resources);
- legislative regulation and state supervision, which are reflected in the limitation of the areas of activity of enterprises or mean the need to take into account legislative requirements when making decisions;
- the economic environment and trends in economic development, which lead to taking into account changes in the value of assets and adjusting planned performance indicators in accordance with the economic situation;
- risks (economic, political, environmental, financial and information), which characterize the probability of losing resources or, conversely, obtaining additional benefits;
- management style and organizational structure, which affect the organization of mechanisms and channels of communication at the enterprise, as well as the development of personnel policy, strategies and other internal documents of the business entity;

- digitalization of business processes and the need for business to transition to the digital economic space;
- loss of human capital by the national economy, which led to personnel shortages, difficulties in forming the personnel potential of companies;
- and the main factor - the war, which led to total uncertainty in predicting future events for planning the activities of enterprises and became the cause of a significant increase in risks for Ukrainian business.

As a result of the study, the following management problems were identified that are inherent in most domestic enterprises (Fig. 2).

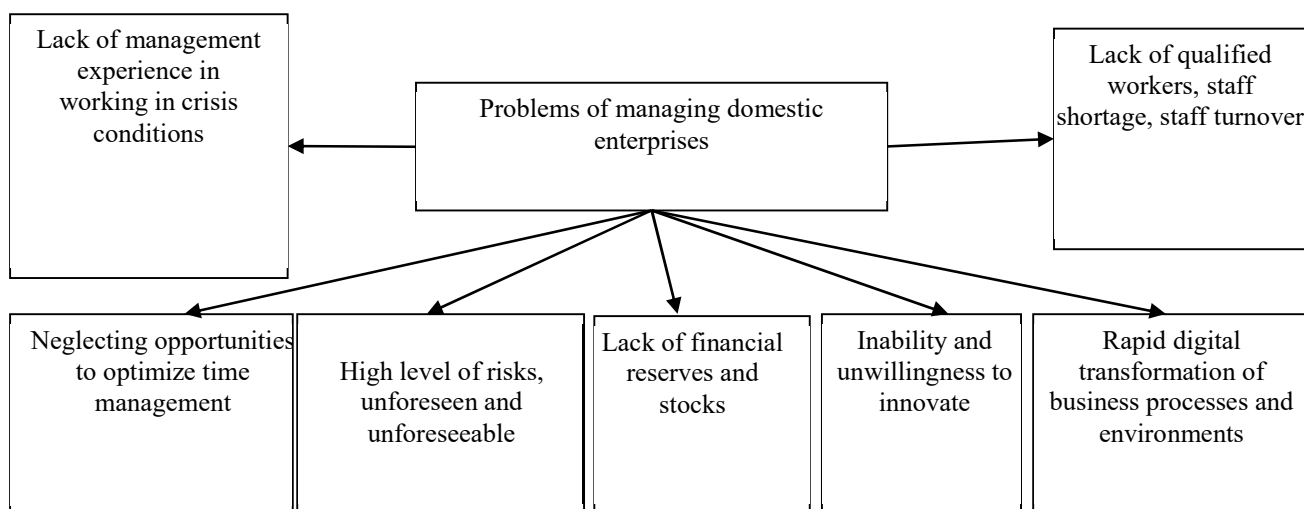


Fig 2. – Problems of managing modern enterprises in the context of digital transformations of business processes and loss of human capital

Developed by the authors

To solve the problems of managing domestic enterprises, it is recommended to apply the following approaches:

- long-term planning and regular review of activity strategies;
- anti-crisis management in the context of ensuring economic security, modernization of production, identification of risks and sources of investment;
- flexibility and innovation, in particular, the implementation of digital technologies, design of new areas of activity, optimization of time management;
- assessment and motivation of personnel (setting personal KPIs, supporting employee initiatives, team building, development of individual development plans);
- improving communication, including the implementation of digital platforms for information exchange and the establishment of effective communication channels between management and employees.

Fig. 3 groups promising areas for overcoming the problems of managing domestic enterprises.

To solve the problems of managing domestic enterprises that were identified during the research, it is proposed to use long-term planning practices, as well as to necessarily develop and periodically review the strategy of the company's functioning. An effective tool can be the use of measures to counteract the crisis and make anti-crisis management decisions, introduce modes of saving available corporate resources, modernize production that may be unprofitable, timely identify risks and develop measures to avoid them in the future, and search for sources for additional investments.

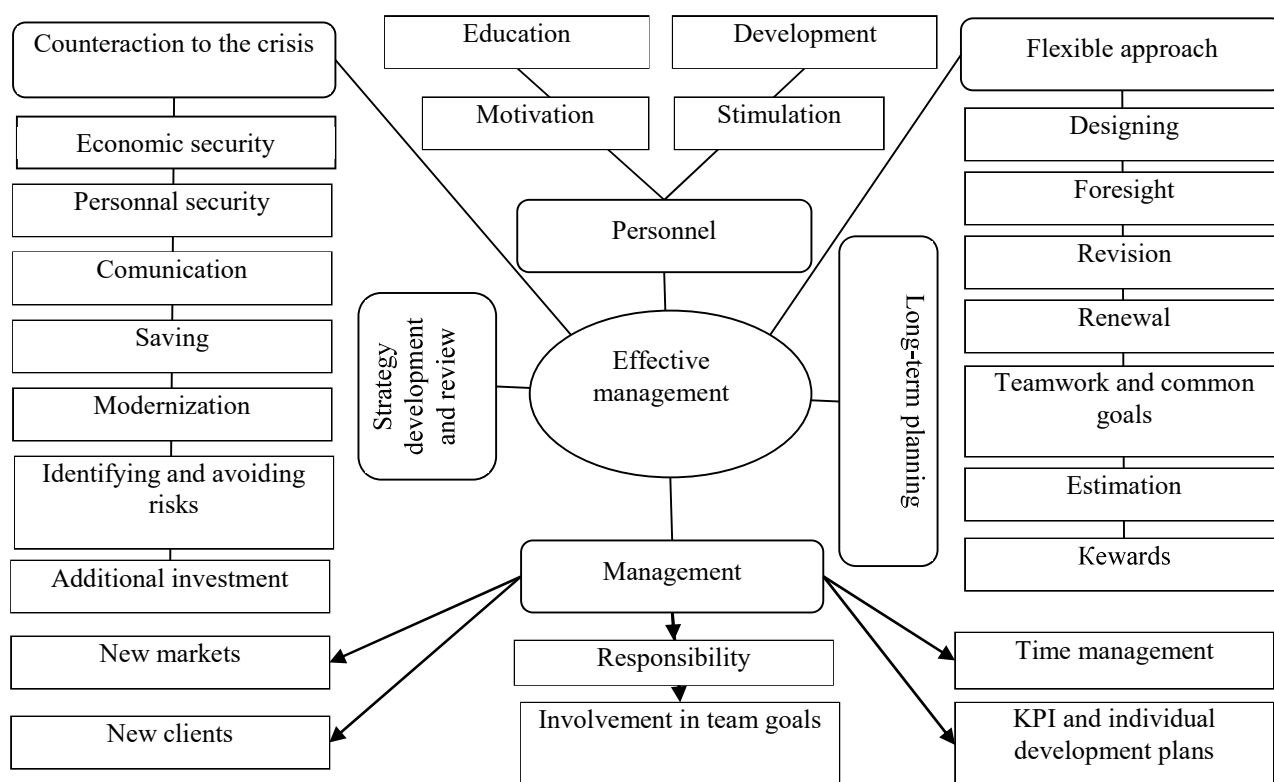


Fig 3. – Promising directions for overcoming the problems of managing domestic enterprises in the context of digital transformations of business processes and loss of human capital

Developed by the authors

We propose four stages of reforming approaches to enterprise management in Ukraine. The first stage involves optimizing the organizational structure of enterprise management and ensuring its transparency. The second stage involves establishing flexible strategic management of the company. The third stage involves introducing a system of socially oriented management with a focus on the needs, interests, desires, and individual characteristics of employees and management personnel. The fourth stage involves establishing two-way communication channels, a feedback system, and collecting suggestions from employees (Fig. 4).

An important role in effective management at the enterprise is played by the internal climate in the team, which allows to keep personnel in the company and avoid the loss of human capital. The emergence and periodic recurrence of conflict situations, misunderstandings between colleagues during the performance of professional tasks, the lack of ethical approaches to communication and misunderstanding of the norms of professional ethics form a toxic environment in which it is difficult to achieve the effectiveness of management processes. Therefore, among the tasks of improving modern enterprise management in order to preserve its intellectual and human capital, it is necessary to highlight the direction of optimizing corporate culture, in particular, in the area of forming clear rules and norms of behaviour, ethical codes of conduct in the workplace, measures to promote the development of trust and increase the level of loyalty of employees to the company's management, as well as organizing events aimed at forming a team spirit, such as team building and team training.

Ways to improve the efficiency of management of domestic business entities are contained in different areas, however, they all lead to one goal - optimizing the financial condition of the enterprise and achieving maximum economic indicators of its activities.

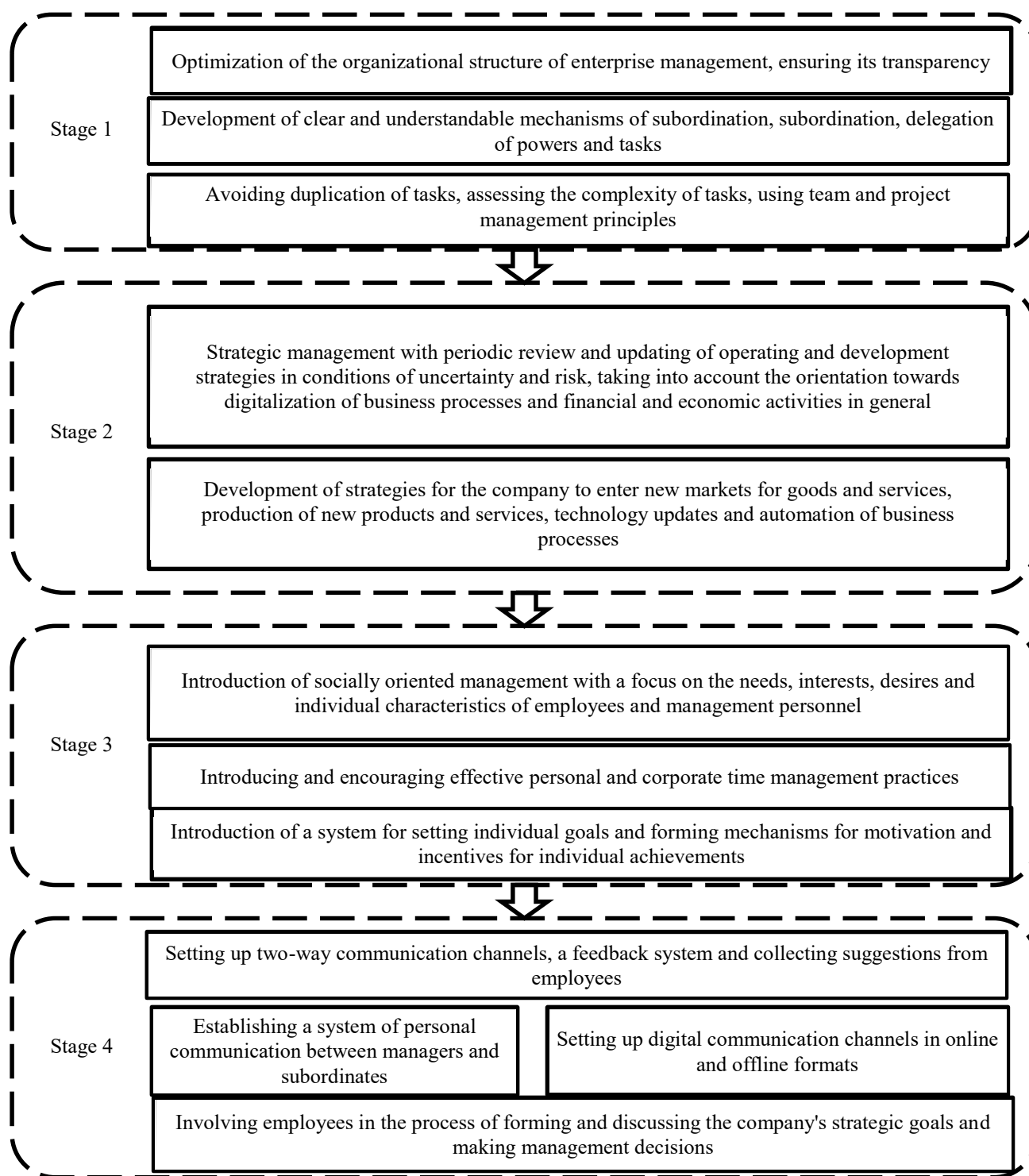


Fig 4. – Stages of reforming approaches to enterprise management in Ukraine in the context of digital transformations of business processes and loss of human capital

Developed by the authors

Conclusions and prospects for further exploration. Having studied the problems of managing modern enterprises under the influence of external and internal environmental factors, the following conclusions can be drawn.

1. It has been established that modern scientists provide different definitions of management, which, however, have common features and are formalized using the same terminology. Management in the professional literature is interpreted as: a set of operations that occur in the daily activities of an enterprise; a means of determining the strategic guidelines of an enterprise; a set of tools for streamlining the daily activities of an enterprise; a tool for determining the goals of activity and the means of achieving

them; planning, organization, motivation and control of the work of the enterprise's personnel; intellectual actions of the heads of various areas of the enterprise's activity aimed at achieving the goals of its existence; a set of decisions that coordinate different areas of the enterprise's economic activity; a set of tools for organizing business processes; a set of actions taken in order to achieve the planned indicators of the enterprise's activity; a list of decisions that are made and implemented by the management of the business entity under the influence of internal and external environments. The most complete definition is that management is a set of sequential actions, tools for influencing personnel behavior, and means of communication used to streamline the operational and strategic functioning of an enterprise.

2. There are numerous factors influencing enterprise management that are formed by the internal and external environment, and in most cases they are closely interrelated: the external environment determines the framework within which the enterprise operates, and internal resources and processes ensure adaptation to these conditions. To achieve success in the process of enterprise management, it is necessary to take into account both groups of factors and adapt management approaches to specific business conditions.

3. Modern enterprises face numerous management challenges related to the problems of organizing work with personnel, communication, ensuring the efficiency of business processes, and financial and economic activities. To solve them, it is recommended to apply the following approaches: long-term planning and regular review of activity strategies; anti-crisis management in the context of ensuring economic security, modernization of production, identification of risks and sources of investment; flexibility and innovation, in particular, the implementation of digital technologies, the design of new areas of activity, time management practices; staff assessment and motivation (setting personal KPIs, supporting employee initiatives, team building, developing individual development plans); improving communication, including the implementation of digital platforms for information exchange and the establishment of effective communication channels between management and employees. These measures will contribute to increasing the efficiency of management processes, increasing the economic stability of enterprises, strengthening corporate culture and achieving strategic goals. Prospects for further research lie in the development of strategies for digital transformation of business processes in enterprise management and personnel policies aimed at preserving and developing human capital.

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ПРОБЛЕМИ УПРАВЛІННЯ ПІДПРИЄМСТВАМИ В УМОВАХ ЦИФРОВИХ ТРАНСФОРМАЦІЙ БІЗНЕС-ПРОЦЕСІВ ТА ВТРАТИ ЛЮДСЬКОГО КАПІТАЛУ

Вступ. Ефективне управління діяльністю підприємства будь-якого виду економічної діяльності в умовах цифрових трансформацій бізнес-процесів та втрати людського капіталу – виклик для сучасного менеджера вищої ланки. Сукупність умов зовнішнього середовища, у яких функціонують українські підприємства, не мала аналогів у історії становлення та розвитку бізнесу у більшості країн світу. Наразі не існує адаптованого під подібні реалії теоретико-методичного базису для прийняття управлінських рішень, які могли бути ефективними у таких умовах господарювання. Потребує перегляду знана донині практика управління суб'єктами господарювання із врахуванням реалій воєнного часу, цифровізації бізнес-процесів, обрання курсу сталого економічного розвитку.

Мета. Дослідження спрямоване на конкретизацію проблем управління підприємствами в умовах цифрових трансформацій бізнес-процесів та втрати людського капіталу та пропонування шляхів їх вирішення.

Результати. Конкретизовано змістову сутність поняття «управління» у науковій думці сучасних дослідників. Виявлено проблеми управління сучасними підприємствами в умовах цифрових трансформацій бізнес-процесів та втрати людського капіталу. Запропоновано перспективні напрями подолання проблем управління вітчизняними підприємствами в умовах цифрових трансформацій бізнес-процесів та втрати людського капіталу. Окреслено етапи реформування підходів до управління підприємствами в Україні в умовах цифрових трансформацій бізнес-процесів та втрати людського капіталу.

Оригінальність. У результаті проведеного дослідження було виявлено такі проблеми управління, що є притаманними і для більшості вітчизняних підприємств: нестача кваліфікованих працівників, кадровий голод, плінність кадрів; відсутність досвіду у менеджменту до роботи в умовах кризи; швидкі цифрові трансформації бізнес-процесів і середовища; невміння та небажання запроваджувати інновації; відсутність фінансових резервів і запасів; високий рівень ризиків, непередбачуваних і непрогнозованих; нехтування можливостями оптимізації управління часом. Для вирішення проблем управління вітчизняними підприємствами, рекомендовано застосовувати такі підходи: довгострокове планування та регулярний перегляд стратегій діяльності; антикризове управління у контексті забезпечення економічної безпеки, модернізації виробництва, виявленні ризиків та джерел інвестицій; гнучкість та інновації, зокрема, впровадження цифрових технологій, проєктування нових напрямів діяльності, оптимізацію тайм-менеджменту; оцінка та мотивація персоналу (встановлення персональних KPI, підтримка ініціатив працівників, тімбілдінг, розробка індивідуальних планів розвитку); покращення комунікації, у тому числі впровадження цифрових платформ для обміну інформацією та налагодження ефективних каналів комунікації між керівництвом і працівниками.

Висновок. Встановлено, що сучасними вченими надаються різні дефініції управління, які, однак, мають спільні риси та формалізовані із використанням одного термінополя. Найбільш повною є дефініція, згідно якої управління – це набір послідовних дій, інструментів впливу на поведінку персоналу та засобів комунікації, які використовуються для впорядкування оперативного та стратегічного функціонування підприємства. Існують численні фактори впливу на управління підприємствами, які сформовані внутрішнім та зовнішнім середовищем, і у більшості випадків вони тісно взаємопов'язані: зовнішнє середовище визначає рамки, у яких діє підприємство, а внутрішні ресурси та процеси забезпечують адаптацію до цих умов. Для досягнення успіху у процесі управління підприємствами необхідно враховувати обидві групи факторів та адаптувати управлінські підходи до конкретних умов ведення бізнесу.

Ключові слова: менеджмент, проблеми управління, підприємство, цифровізація, цифрова трансформація, бізнес, бізнес-процеси, людський капітал, людські ресурси, інтелектуальний потенціал.

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