

UDC 005.336.4:658.589

DOI: <https://doi.org/10.32782/2413-9971/2024-50-29>

Kharkovyna Oleksii

Postgraduate,

Volodymyr Dahl East Ukrainian National University

ORCID: <https://orcid.org/0009-0001-4224-3743>

Rudych Myroslava

Postgraduate,

Volodymyr Dahl East Ukrainian National University

Klius Yuliia

Doctor of Economic Sciences, Professor,

Head of Department of Accounting and Taxation,

Volodymyr Dahl East Ukrainian National University

ORCID: <https://orcid.org/0000-0002-1841-2578>

Харковина О. Г.

докторант,

Східноукраїнський національний університет ім. В. Даля

Рудич М. В.

аспірантка,

Східноукраїнський національний університет ім. В. Даля

Клюс Ю. І.

доктор економічних наук, професор,

завідувач кафедри обліку і оподаткування

Східноукраїнський національний університет ім. В. Даля

RISKS OF HUMAN RESOURCE MANAGEMENT IN MODERN INDUSTRIAL ENTERPRISES

Summary. This article provides a comprehensive study of the risks arising in the process of human resource management (HRM) in modern industrial enterprises operating under the conditions of economic transformation, digitalisation, labour market globalisation, and growing socio-psychological pressure. The authors focus on the fact that traditional HRM models are increasingly failing to address emerging challenges, particularly those related to the shortage of skilled workers, shifting employee motivations, redefined value systems, and the erosion of internal cohesion within the workforce. The paper identifies and categorises key types of risks, including staff instability, competency mismatches, employee demotivation, generational conflicts, low adaptability to technological change, opportunistic behaviour, and the deterioration of organisational culture. It highlights how such risks adversely impact enterprise performance, labour productivity, innovation capacity, and overall competitiveness. The analysis underlines that industrial enterprises, unlike other sectors, are particularly vulnerable to HRM-related risks due to their reliance on both legacy manufacturing structures and the urgent need for technological upgrades and workforce re-skilling. In addition to a detailed theoretical framework, the article offers a historical perspective on the evolution of labour management approaches – from scientific management theories to the human relations movement. The study reveals that modern HRM must extend beyond administrative functions and production-oriented tasks, integrating socio-psychological, motivational, and behavioural dimensions of workforce dynamics. The role of employees is reinterpreted: no longer passive executors, they are seen as active contributors of human and intellectual capital. Based on theoretical research and empirical insights, the authors develop practical recommendations for improving HRM systems in industrial enterprises. They propose a risk-based management approach that includes tools for identifying, assessing, and mitigating human-related risks while considering organisational, technological, and behavioural factors. The findings of this study offer valuable insights for enhancing enterprise adaptability, strengthening employee engagement, and improving organisational resilience in an increasingly volatile and competitive environment.

Key words: human resource management, industrial enterprise, HRM risks, workforce adaptability, digital transformation, organisational culture, socio-psychological factors, labour motivation, economic behaviour.

Formulation of the problem. Human resource management at modern industrial enterprises is increasingly exposed to complex challenges driven by deep socio-economic transformations, the rapid advancement of digital technologies, labor market

globalization, and intensifying competition. Under conditions of external environmental instability, a shortage of skilled labor, the spread of hybrid employment models, shifts in labor motivation, and the reorientation of employees' value systems, new

risks emerge that complicate the implementation of effective HR management policies. This issue is particularly acute in the industrial sector, where the integration of traditional production processes with innovative technologies requires a reconsideration of approaches to managing human capital. HR-related risks may manifest as personnel instability, employee demotivation, intergenerational conflicts, mismatches between workforce competencies and modernized production requirements, and a low level of employee engagement in change processes.

Although academic interest in HRM risks has been growing, research that systematically explores the specific nature and scope of such risks in industrial enterprises remains fragmented. The lack of integrated models for identifying, assessing, and mitigating these risks poses a threat to enterprise performance, slows down innovation, and undermines competitiveness. This highlights the urgent need for in-depth scientific analysis of the problem and the development of practical approaches to risk management in the human resource systems of industrial enterprises.

Analysis of recent achievements and publications.

In recent years, the scientific literature has been actively researching the issues of human resource management in the context of a transformational economy, digitalisation and globalization [1–10]. Among foreign scholars, J. Storey, D. Ulrich, and A. Wilkinson have made a significant contribution to the study of risks in the field of HRM, focusing on the changing role of the HR function, strategic partnerships, and adaptation to technological change. In the works of E. Cascio and W.F. Rothwell consider the risks associated with staff shortages, knowledge loss, and insufficient flexibility of HR systems. The risks of digitalisation are also being actively studied (A. Bondarouk, S. Brewster), in particular the impact of digital technologies on labour relations, motivation and psychological climate in teams. Ukrainian scholars also pay attention to the problems of human resources management in crisis conditions. In particular, the works of T. Murashko, O. Halitsuna, and L. Shevchenko analyse organisational and social risks, including staff turnover, emotional burnout, and destructive behavioural patterns in the team. The studies by O. Belinska, I. Krykavskyi and I. Petrova highlight the issues of mismatch between staff competencies and the requirements of modern production, as well as the problems of implementing risk-based approaches in HRM.

At the same time, most studies are of a general economic nature and rarely take into account the specifics of industrial production, where HRM deals with high structural complexity, man-made risks, conservatism of organisational culture and the need for rapid technological upgrades. Thus, there is a scientific and practical need for a comprehensive analysis of human resource management risks in the context of industrial enterprises.

The article aims to study the specifics, typology and manifestations of risks arising in the process of human resource management in modern industrial enterprises,

as well as to develop theoretical and practical approaches to their identification, assessment and minimisation in the context of an unstable external environment and transformational changes in the production sector.

Presentation of the main material. The current stage of development of Ukraine's industrial potential is complex and ambiguous. The main features of the current situation include a variety of forms of ownership, new economic relations, and methods of managing manufacturing enterprises. At the same time, the relations that develop at enterprises between employers, management, and employees are determined by changes taking place in the economy as a whole. Currently, these are not only the administrative relations typical of the Soviet era. Under the new conditions, the labour potential of the employee becomes the main economic resource – the modern employee is not obliged to work for the state, let alone for a specific employer. The meaning-giving value of labour is not embedded in the system of his value orientations. Employees come to the enterprise to satisfy their basic needs, which depend on the state of the labour market, the economic crisis, price levels, and the laws adopted by the state. In this case, human resource management in enterprises cannot be considered outside the framework of the entire life cycle of an employee, which complicates the process of labour management, and the lack of generally accepted, scientifically based recommendations in the field of managing personnel value systems essentially gives it an experimental character, completely dependent on the socio-economic situation at a particular enterprise. This seriously changes the focus in the field of human resource management, shifting management resources to the area of socio-psychological problems of economic behaviour, which depends on the value orientations and social attitudes of wage labourers

The management of wage labour is nowadays considered as a key aspect of the development of economic and managerial knowledge, which is reflected, in particular, in the concepts of human capital, knowledge economy, and impression economy. Within management science, three main areas of research can also be distinguished [4]:

- the study of the organisation of material, tangible factors of production (furnishings, implements, materials, etc.), means of production enterprises, rational planning of the placement and movement of resources;
- the study of man as a personal factor of production, the study of human working movements, psychophysiological features of his work and maximisation of the efficiency of his work;
- study of socio-psychological factors of modern production, which form the organisational culture of management.

The first area is studied within the natural sciences related to technological processes of production organisation as applied to solving economic problems associated with increasing labour productivity. The second area is the subject of research in the humanities, in particular, management issues from the point of view of human biological capabilities and the

ergonomic system of labour organisation with the most complete use of human psychophysiological capabilities in order to optimise labour costs in communities at different levels. The relationship between humans and material factors of production, including the analysis of the human factor from the perspective of ergonomics, work physiology, and psychophysiology, was based on a positivist approach, based on repeated experiments and analysis, and conclusions were drawn about the possibility of saving time through the proper organisation of production operations.

The third area addresses issues of social interaction between people at different levels of the organisational hierarchy, including issues of group and team behaviour management, intergroup relations, leadership and management, and the socio-psychological relations between management and employees within a single organisational culture. The third area is actually the study of management in the unity of social sciences, as it touches on various components of interpersonal relations. Sociology and social psychology have made a significant contribution to this area, in particular, in the context of research on organisational culture, taking into account socio-demographic factors and the value orientations of personnel in the context of hired labour. Highlighting this area as central, D. Bell distinguished between pre-industrial, industrial and post-industrial types of labour, characterising them, respectively, as «human interaction with nature», «human interaction with transformed nature» and «human interaction with other humans» [1]. D. Bell confirmed the conclusions that any management of essence essentially boils down to managing people.

In general, wage labour relies on the following factors:

- the employee is motivated by the expectation of reward and is in control of his/her own expenditure of time and resources, which is no substitute for external control («from above», by the supervisor, or horizontal control by colleagues);
- the employer is not responsible for the employee outside his/her workplace, while the employee is responsible for the performance of his/her labour functions and is limited in their choice by the employer, which may lead to over-specialisation of labour and formation of narrowly specific competences;
- freedom of contract and mutual responsibility optimise the socio-professional structure, with decreasing earnings in less demanded sectors, the wage labour market balances supply and demand on the basis of a price mechanism in favour of developing sectors.

For each of the above factors for the successful application of wage labour, there is a considerable number of observations accumulated over the history of the application of wage labour over several centuries, which can be summarised into the following groups, presented in a brief and incomplete list:

1) the worker needs external control, and the control must be multilevel, i.e. the controller must be controlled, because otherwise the worker tends to optimise the ratio of remuneration for labour to inputs by reducing the

denominator of the fraction, i.e. by expending less effort or by allocating work time between the labour itself and other ways of spending time in the workplace. Within the framework of economic studies of opportunistic behaviour, as a rule, the relations of principal-owner of resources and agent-manager are considered, but in relation to labour relations, opportunistic behaviour is also a subject of study [5] of domestic and foreign [8] economists;

2) in some cases (e.g., when there's a local shortage of staff, especially those with specific skills or in certain professions), employers have to take responsibility for employees outside the workplace, for social infrastructure, including education, care for employees' children and families, medical services (e.g. annual medical examinations, the availability of a medical centre at the enterprise, especially in manufacturing, etc.). Employees, in turn, are willing to improve their qualifications and expand their competencies, in particular through on-the-job training or at the employer's expense;

3) optimisation of the labour market structure and, in general, the sectoral structure of the economy is only possible in the medium and long term, since it is not enough for an employee to want to move to a sector or profession with higher wages (labour costs); education, acquisition and confirmation of a certain level of competence are also necessary. In addition, the freedom to conclude employment contracts remains questionable, since the position of an employee always reflects subordination and consists in carrying out the will, instructions and achieving the goals of the employer [7], and the text and content of the employment contract are usually drawn up, determined and dictated [2] by the employer to the employee. Thus, hired labour is associated with a lower position in the social hierarchy, which is reflected, in particular, in the recognition of the employee as the «weaker party» in labour disputes in various countries under civil law [2].

The advantages and limitations inherent in hired labour can be grouped as factors influencing the increase or decrease in the efficiency of an organisation, i.e. the achievement of the organisation's profit-making goals or the formation of expenses and the solution of tasks outside the scope of the organisation's main activities (Table 1).

Since experience has shown the emergence of opportunistic behaviour on the part of employees, requirements for expanded business responsibility as a whole, including the non-financial responsibility of enterprises in the field of social and labour relations, as well as gaps in market regulation mechanisms, management plays a significant role in the effective use of hired labour. Fundamental management approaches are based on the fact that managing only the material factors of production does not allow for the creation of surplus product or value in the modern understanding of market and consumer value. In order to make a profit and create added value, it is necessary to manage people as the only factor, as opposed to equipment (including automation and robotisation), capable of creating value for sale on the market.

Table 1

Advantages and limitations of hired labour

	Efficiency factors	Problem areas
Self-management	Striving to maximise remuneration, the worker optimises the process and maximises the result of work	Opportunism consists in minimising labour costs when the result of labour is difficult to measure
Boundaries of employer's responsibility	Business is focused on its main task – profit making	Businesses have to solve the problem of attracting labour resources; the employer's image and reputation determine market demand
Balance of price mechanism in the labour market	Freedom of contract and choice of workplace optimise the structure of the economy	Training of skilled labour is a long-term process, market optimisation only happens in the long term
Remuneration – part of the product or stability	Guarantee of a stable income for employees compensates for the level of wages, distribution of surplus value created by the worker in favour of the employer	Underpayment leads to demotivation and low quality of labour. In an unsustainable business, workers expect higher wages
Allocation of functions	Business specialises in the performance of auxiliary functions	Financial and legal literacy of workers allows them to receive additional benefits

This approach was developed in two main schools – scientific management and the school of human relations. F. Taylor can be considered the founder of human resource management as a system of extracting maximum return from labour, he considered the construction of organisational processes on the basis of the following stages [8]:

- study of operations, actions performed by a worker and managerial work to find effective strategies;
- fair division of labour between workers (execution) and administration (management, development and adoption of scientifically sound decisions), with the entrepreneur receiving the maximum profit from the work of the company;
- fair division of labour between workers (execution) and administration (management, development and adoption of scientifically sound decisions). In this connection, it is relevant to recall that Henry Ford paid workers in his factories high enough wages to be able to buy the cars they produced;
- selection, which allows human resources to be allocated in the most efficient way according to the abilities and to the preferences of each individual;
- training, coaching, programmes for adapting the worker and upgrading his skills depending on the technology.

Taylorism in its technological implementation was implemented at his enterprises by G. Ford, who showed not only the effectiveness of the division of labour into operations and their connection on the assembly line, but also the economic benefit of paying relatively high wages to workers, which allowed workers themselves to act as buyers.

E. Mayo, on the basis of experiments, showed that building effective relationships between the managers of an enterprise and its employees makes it possible to achieve an increase in labour productivity that

significantly exceeds previous levels [5], which formed the basis of the developed school of human relations [9] in management.

Both of these schools of management can be grouped together according to the criterion of the goal set – profit maximisation on the basis of organisational improvements, in particular, the analysis of technological processes, planning the training of employees to perform them, and ensuring employee motivation.

Conclusions. Human resource management in the context of rapid changes in the external and internal environment of industrial enterprises is accompanied by an increase in quantitative and qualitative risks that can significantly affect the efficiency of enterprises, their innovative dynamics and competitiveness. The study found that the most common risks in the HR sphere of industrial enterprises are: personnel instability, professional and qualification mismatch of personnel, employee demotivation, organisational and psychological stress, and low level of adaptability to digital changes. The analysis of scientific sources has shown that despite the growing attention to HR risks, the scientific discourse still lacks a holistic approach to their classification, assessment and management in the context of industrial specifics. The study has confirmed the need to develop adaptive risk management mechanisms that take into account the technological, social and organisational characteristics of the industrial sector. It is advisable to further develop tools for diagnosing HR risks, introduce risk-oriented strategies into HR management practices, and form a corporate culture focused on sustainability, human capital development, and reducing social and psychological tension in the team. This creates the basis for increasing the adaptability of industrial enterprises to changes and maintaining their strategic stability.

References:

1. Belinska, O. V., & Grebeshkova, O. H. (2022). Upravlinnia ryzykamy v systemi HR menedzhmentu pidpriemstva. *Ekonomika ta derzhava*, (12), 112–117. DOI: <https://doi.org/10.32702/2306-6806.2022.12.112>
2. Halitsuna, O. A. (2021). Psykholohichni ryzyky upravlinnia personalom v umovakh orhanizatsiinykh zmin. *Naukovyi visnyk Khersonskoho derzhavnoho universytetu. Seriya «Psykhologichni nauky»*, (2), 37–43.
3. Krykavskiy, I. V., & Petrova, I. A. (2020). Kompetentnisnyi pidkhid v upravlinni personalom promyslovykh pidpriemstv. *Visnyk Natsionalnoho universytetu «Lvivska politehnika». Seriya: Lohistyka*, (33), 45–51.
4. Murashko, T. I. (2021). Sotsialno-psykhologichni ryzyky u sferi liudskykh resursiv: vyklyky suchasnoho pidpriemstva. *Naukovyi zhurnal «Intelect XXI»*, (3), 58–63.
5. Storey, J., Ulrich, D., & Wright, P. (2021). *Strategic Human Resource Management: A Research Overview*. Routledge.
6. Cascio, W. F., & Aguinis, H. (2022). Talent management and COVID-19: Challenges and opportunities. *Journal of Organizational Effectiveness: People and Performance*, 9(1), 1–14. DOI: <https://doi.org/10.1108/JOEPP-07-2020-0127>
7. Bondarouk, T., & Brewster, C. (2021). Conceptualizing the future of HRM and technology research. *The International Journal of Human Resource Management*, 32(2), 267–291. DOI: <https://doi.org/10.1080/09585192.2021.1879206>
8. Rothwell, W. J. (2021). *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within*. AMACOM.
9. Wilkinson, A., Wood, G., & Demirbag, M. (Eds.). (2020). *People Management and Innovation in a Digital World*. Routledge.
10. Shevchenko, L. S. (2023). Orhanizatsiini ryzyky v systemi upravlinnia personalom promysloвого pidpriemstva. *Ekonomichniy visnyk Donbasu*, (2), 134–138.

Список використаних джерел:

1. Белінська, О. В., & Гребешкова, О. Г. (2022). Управління ризиками в системі HR менеджменту підприємства. *Економіка та держава*, (12), 112–117. <https://doi.org/10.32702/2306-6806.2022.12.112>
2. Галіцун, О. А. (2021). Психологічні ризики управління персоналом в умовах організаційних змін. *Науковий вісник Херсонського державного університету. Серія «Психологічні науки»*, (2), 37–43.
3. Крикавський, І. В., & Петрова, І. А. (2020). Компетентнісний підхід в управлінні персоналом промислових підприємств. *Вісник Національного університету «Львівська політехніка». Серія: Логістика*, (33), 45–51.
4. Мурашко, Т. І. (2021). Соціально-психологічні ризики у сфері людських ресурсів: виклики сучасного підприємства. *Науковий журнал «Інтелект XXI»*, (3), 58–63.
5. Storey, J., Ulrich, D., & Wright, P. (2021). *Strategic Human Resource Management: A Research Overview*. Routledge.
6. Cascio, W. F., & Aguinis, H. (2022). Talent management and COVID-19: Challenges and opportunities. *Journal of Organizational Effectiveness: People and Performance*, 9(1), 1–14. DOI: <https://doi.org/10.1108/JOEPP-07-2020-0127>
7. Bondarouk, T., & Brewster, C. (2021). Conceptualizing the future of HRM and technology research. *The International Journal of Human Resource Management*, 32(2), 267–291. DOI: <https://doi.org/10.1080/09585192.2021.1879206>
8. Rothwell, W. J. (2021). *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within*. AMACOM.
9. Wilkinson, A., Wood, G., & Demirbag, M. (Eds.). (2020). *People Management and Innovation in a Digital World*. Routledge.
10. Шевченко, Л. С. (2023). Організаційні ризики в системі управління персоналом промислового підприємства. *Економічний вісник Донбасу*, (2), 134–138.

РИЗИКИ УПРАВЛІННЯ ЛЮДСЬКИМИ РЕСУРСАМИ СУЧАСНИХ ПРОМИСЛОВИХ ПІДПРИЄМСТВ

Анотація. У статті здійснено комплексне дослідження ризиків, які виникають у процесі управління людськими ресурсами на сучасних промислових підприємствах. У фокусі аналізу – трансформаційні зміни в економіці, цифровізація виробничих процесів, глобалізація ринку праці та соціально-психологічні трансформації, що суттєво впливають на систему HRM. Автори звертають увагу на те, що класичні моделі управління персоналом дедалі частіше виявляються неефективними у нових умовах, коли спостерігається дефіцит кваліфікованої робочої сили, зміна трудових мотивацій, переоцінка ціннісних орієнтацій працівників та підвищення соціально-психологічної напруги в колективах. Проаналізовано основні типи ризиків: кадрову нестабільність, професійну невідповідність персоналу, демотивацію, міжпоколінні конфлікти, низький рівень адаптації до цифрових інновацій, опортуністичну поведінку працівників та ризики, пов'язані з руйнуванням організаційної культури. Досліджено вплив цих ризиків на ефективність підприємств, їхню конкурентоспроможність, продуктивність праці та інноваційний потенціал. Обґрунтовано, що для промислових підприємств характерні специфічні виклики, пов'язані з поєднанням традиційних виробничих процесів і потреб у швидкій технологічній модернізації. Це потребує нових стратегій HR-менеджменту, які мають базуватися на ризик-орієнтованому підході. У статті також представлено короткий історичний

та теоретичний огляд еволюції підходів до управління працею — від наукового менеджменту до школи людських відносин. Показано, що в сучасних умовах управління людським капіталом виходить за межі лише виробничого процесу і охоплює ціннісні, психологічні, поведінкові аспекти економічної активності людини. Наведено аргументи на користь необхідності перегляду ролі працівника в системі управління підприємством: від виконавця до активного носія соціального та інтелектуального капіталу. На основі аналізу теоретичних джерел та емпіричних спостережень сформульовано практичні рекомендації щодо вдосконалення системи управління людськими ресурсами в промисловому секторі. Запропоновано підходи до ідентифікації, оцінки та мінімізації HR-ризиків із врахуванням організаційних, технологічних і соціально-поведінкових чинників. Результати дослідження можуть бути використані в управлінській практиці для підвищення стійкості підприємств до змін, зниження витрат, пов'язаних з деструктивною поведінкою персоналу, та посилення конкурентних переваг на ринку.

Ключові слова: управління персоналом, промислове підприємство, ризики, кадрова стабільність, цифрова трансформація, соціальна відповідальність, адаптивність, ціннісні орієнтації, організаційна культура.