УДК 331.108.4:005.5:631.115.1
DOI: https://doi.org/10.30838/EP.214.37-44

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A SYSTEMS APPROACH TO PERSONNEL ADAPTATION MANAGEMENT IN SMALL AGRICULTURAL ENTERPRISES UNDER CONSTRAINED HR FUNCTIONS

The article substantiates the theoretical, methodological, and practical foundations of applying a systems approach to employee adaptation management within small agricultural enterprises operating under the conditions of constrained HR functions. The authors justify the architecture of the employee adaptation management system elements, which is tailored to the scale of small agribusiness, encompasses the key spheres of an employee's organizational life, and ensures the efficiency of the adaptation system under resource scarcity. Within the framework of this study, the key elements of the system are characterized: organizational-regulatory, information-technological, professional-technological, psycho-physiological, socio-psychological, as well as the monitoring and controlling element. Special attention is paid to solving the scientific and practical problem of managing adaptation processes in the absence of a dedicated HRM function or given the limited resources of existing personnel departments. The authors propose an original role-based model for the adaptation of new employees under a missing or constrained HR function, which relies on the redistribution and cumulation of adaptation tasks among the existing subjects of enterprise management. It is demonstrated that the implementation of the specified role model allows transforming adaptation into a cross-cutting managerial competency, where each step taken by the management subjects is synchronized with the overall strategic goals of the small agricultural enterprise. The logic of interaction between management subjects is substantiated, which avoids excessive bureaucratic burden on line managers by optimizing information flows and reinforcing the coordinating role of the specialist responsible for recruitment and adaptation.

Keywords: *personnel adaptation, personnel (employee) adaptation management, management system, small agricultural enterprise, labour shortage, role model, HRM (Human Resource Management), HR-function.*

JEL classification: *J24, M12, M14.*

СИСТЕМНИЙ ПІДХІД ДО УПРАВЛІННЯ АДАПТАЦІЄЮ ПЕРСОНАЛУ МАЛОГО АГРОПІДПРИЄМСТВА В УМОВАХ ОБМЕЖЕНИХ HR-ФУНКЦІЙ

У статті обґрунтовано теоретико-методологічні та практичні засади застосування системного підходу до управління адаптацією персоналу на малих агропідприємствах в умовах обмежених HR-функцій, зважаючи на завдання розбудови цілісної системи управління адаптацією, що є критично необхідним з огляду на ряд визначених авторами галузевих чинників. Доведено, що інтегрована система адаптації має розглядатися як комплексна система управління, що безпосередньо впливає на загальну рентабельність та стабільність функціонування малого агропідприємства. Авторами детально обґрунтовано архітектуру елементів системи управління адаптацією персоналу, яка адаптована під масштаби малого агробізнесу, та покликана забезпечити повноцінний перебіг адаптаційних процесів в організації, тим самим забезпечити ефективність функціонування

ISSN друкованої версії: 2224-6282
ISSN електронної версії: 2224-6290

системи адаптації персоналу в умовах обмежених ресурсів. У межах дослідження охарактеризовані ключові елементи такої системи: організаційно-нормативний, інформаційно-технологічний, професійно-технологічний, психофізіологічний та соціально-психологічний елементи, а також елемент моніторингу та контролінгу. Особливу увагу авторами приділено вирішенню науково-практичної проблеми управління адаптаційними процесами за умов відсутності виділеної HR-функції або за в умови, коли на підприємстві наявний лише «універсальний» кадровик або бухгалтер, чиї обов'язки розширені веденням кадрового обліку та розрахунком заробітної плати. Відповідно, запропоновано авторську рольову модель адаптації нових працівників за умов відсутності виділеної HR-функції, відповідальної за адаптацію, яка базується на перерозподілі та кумуляції завдань адаптації між наявними суб'єктами управління підприємством: керівником агропідприємства, HR менеджером/інспектором з кадрів або фахівцем, на якого покладено відповідальність за підбір та адаптацію персоналу, керівником лінійного підрозділу, наставником (із числа працівників підприємства). Доведено, що реалізація зазначеної рольової моделі дозволяє перетворити адаптацію на наскрізну управлінську компетенцію, де кожен крок суб'єктів синхронізований із загальними цілями малого агропідприємства. У статті авторами обґрунтовано логіку взаємодії між ключовими суб'єктами управління, що дозволяє уникнути надлишкового бюрократичного навантаження на керівників лінійних підрозділів за рахунок оптимізації інформаційних потоків та координаційної ролі фахівця, відповідального за підбір та адаптацію.

Ключові слова: *адаптація персоналу, управління адаптацією персоналу, система управління, мале агропідприємство, кадровий дефіцит, рольова модель, HRM (управління людськими ресурсами), HR-функція.*

Introduction (Problem Statement). In recent years, given the ongoing war, agricultural enterprises in Ukraine have been operating under conditions of demographic challenges which represent one of the most significant constraints on Ukraine's long-term development. These challenges have intensified due to a combination of factors, including large-scale labour migration, that increasingly results in permanent settlement abroad, persistent depopulation, the temporary occupation of part of the country's territory, and the socio-economic consequences.

According to the State Statistics Service of Ukraine, the resident population at the time of the national census conducted on 5 December 2001 amounted to 48.5 million people. Estimates provided by the M.V. Ptukha Institute for Demography and Social Studies of the National Academy of Sciences of Ukraine (currently the Institute for Demography and Life Quality Problems of the National Academy of Sciences of Ukraine) indicate that Ukraine's population had declined to 42 million as of 1 January 2022. By July 2024, the estimated population had decreased further to 35.8 million people, including 31.1 million residing in territories where Ukrainian state authorities exercise their powers in full [4].

These factors have substantially complicated workforce attraction, retention and integration, particularly in small-scale farming businesses. Traditional management paradigms, which relied on the extensive utilization of land and human resources, have proven incapable of ensuring the long-term sustainability and competitiveness of agro-industrial formations. A profound crisis of human capital-caused by large-scale demographic shifts, internal and external migration of the rural population, as well as physical and psychological traumas of workers-demands require enterprises to reconsider their traditional approaches to workforce management and employee integration as well.

The introduction of precision farming technologies, GPS-based monitoring systems and digital production planning tools has increased the qualification requirements for personnel employed. As a result, adaptation processes increasingly determine the speed with which new employees reach the expected level of their professional performance.

The analysis of existing studies indicates that under the face of an escalating labour shortage, employee adaptation becomes a critical link. In this regard, as researcher V. Penyuk notes, "onboarding effectively improves employee retention metrics by 82% and productivity by 70%" [7].

However, at most domestic agricultural enterprises, particularly small-scale farming entities, the process of personnel adaptation remains institutionalized in a rather fragmented, ad-hoc manner, while dedicated HRM departments or specialist positions responsible for the effectiveness of this process may be completely absent. Methodologically, such an approach narrows the essence of adaptation down to the instrumental level of routine personnel paperwork or the copying of practices from large agricultural holdings, which is unrealistic for small forms of management. Consequently, high employee turnover occurs in the initial stages of employment, labour productivity declines, and internal collective conflicts exacerbate.

Analysis of Recent Research and Publications. The specific features of employee adaptation management, its classification, and personnel adaptation practices have been investigated by numerous scholars, including N. Arkhypova, A. Myronova, Yu. Konotoptseva, N. Smolinska, V. Kuchynskyi, O. Stefanyshyn, as well as O. Podolska, V. Maltyz, V. Oberemok, B. Yeryomina, N. Lyubomudrova, I. Hrybyk, and O. Badenina.

Existing studies provide valuable insights into adaptation practices. However, the limited attention to situations where adaptation activities in the organization must be managed without a dedicated HR unit is paid. This limitation is particularly relevant for small agricultural enterprises, whose operating conditions are highly challenging today.

Formulation of Article Goals. The objective of this article is to substantiate the methodological foundations of a systems approach to adaptation management in a small agricultural enterprise, design the architecture of the system which consists of elements supporting the employee adaptation process, and formulate a practice-oriented role model for allocating responsibility for the adaptation of

new employees under constrained HR functions.

The Research Methods. The methodological basis of the study includes systems analysis method, structural-functional analysis, methods of theoretical generalization, synthesis, and modelling. Systems analysis was used to substantiate the architecture of the employee adaptation management system in small agricultural enterprises. Structural-functional analysis enabled the identification of interrelations and functional distribution among the subjects of personnel adaptation management. Methods of theoretical generalization and synthesis were applied to formulate the key elements of the adaptation system and substantiate their interaction under constrained HR functions. Modelling method was used to develop the role-based model of personnel adaptation management.

Main Results of Research. The application of a systems approach to management, the principles of which are disclosed in the works of O. Kustovska, H. Seleznyov, I. Ippolitov, and I. Makovetska [5] to employee adaptation management in a small agricultural enterprise is critically necessary given fundamental industry-specific factors: pronounced seasonality, spatial dispersion of production units (direct field operations), and the high cost of errors when operating modern digital equipment. Any new machinery operator or technician enters an integrated information and technological environment (GPS monitoring, precision seeding systems, etc). If their onboarding process is detached from general technological regulations, a systemic failure occurs, leading to direct financial losses.

The authors consider personnel adaptation as a management system that integrates organizational rules, communication processes, technological requirements, the actions of multiple management functions into a coherent framework. From this perspective, the effectiveness of adaptation is determined by the degree of consistency among the elements involved in the adaptation process.

As authors proceed from the assumption that an adaptation system possesses the characteristics of an open management system, as it continuously interacts with both the internal and external environment of the enterprise, the consistency of the adaptation system in the context implies the existence of stable links between the managing and managed subsystems, where the input synergistic impulse is the purposeful action of management subjects, and the output is the employee's attainment of the regulatory performance standard within specified timeframes.

To ensure the full-fledged progression of adaptation processes, the authors have substantiated the architecture of the personnel adaptation management system elements, tailored to the scale of small agribusiness (Fig. 1).

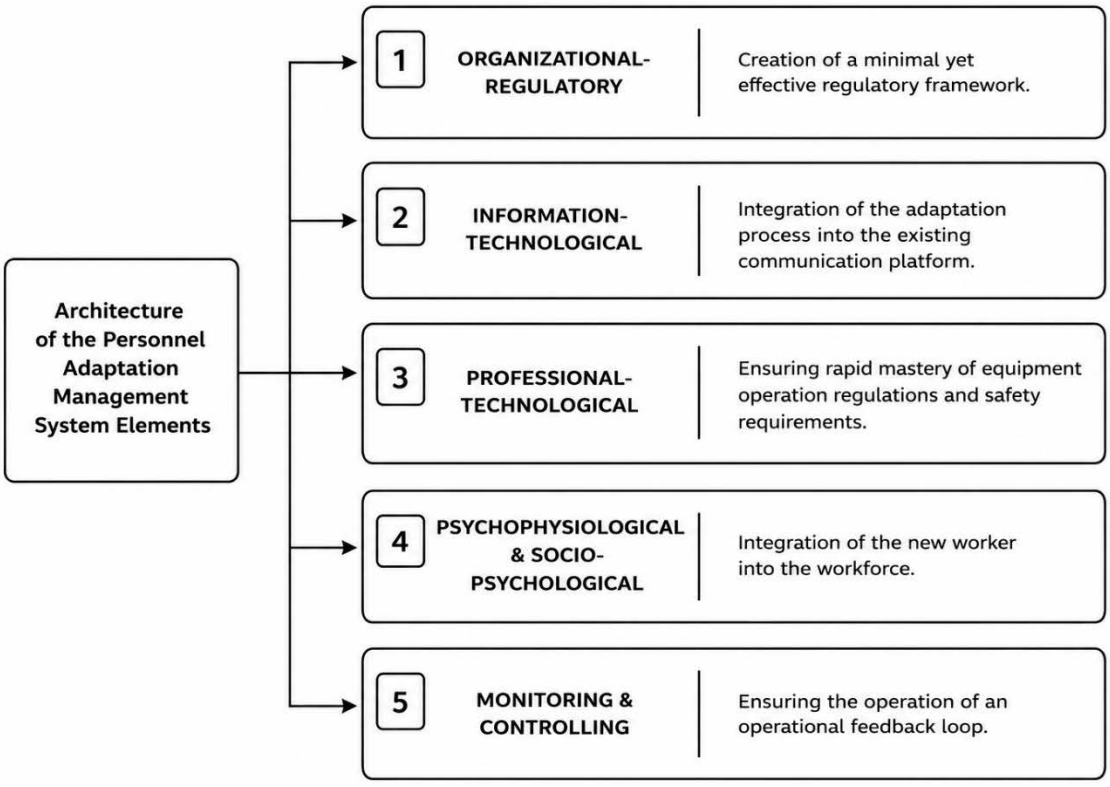

Fig. 1. Architecture of the personnel adaptation management system elements tailored to small agribusiness.
Source: compiled by the authors.

The *organizational-regulatory* involves creating a minimal yet effective regulatory framework: updated 1-page adaptation maps and simple step-by-step checklists instead of cumbersome job descriptions. The findings suggest that within small agricultural enterprises, the regulatory element primarily serves to standardize managerial actions and clarify areas of responsibility. Formalization via concise algorithms allows for a clear delineation of areas of responsibility without overloading document workflows, which is critically important given limited administrative

resources.

The *information-technological* aims to ensure the integration of the adaptation process into the enterprise's existing communication platform. This element coordinates information flows between management subjects and the new employee. Unlike large agricultural holdings, the implementation and use of complex Business Intelligence (BI) systems or specialized expensive HR platforms here is economically unjustified and resource intensive. Instead, this element focuses on the rational use of already available technical communication channels and accounting/ERP solutions of the enterprise, tools, ensuring continuous data transmission without additional financial investments. In practice, such tools may include corporate messenger groups, mobile communication applications, e-mail services, shared cloud-based document repositories, digital task-management solutions etc. These instruments enable managers, mentors, and newly hired employees to exchange information, access adaptation materials, coordinate tasks, and monitor the completion of key adaptation activities without requiring additional investments in specialized HR technologies.

The *professional-technological* is geared toward the rapid professional mastery of and safety requirements by the employee. A specific feature of implementing this element in a small enterprise is the complete rejection of developing onboarding procedures, training standards and materials "from scratch," as line managers and chief technologists lack sufficient capacity, organizational resources. Instead, this element relies on the utilization and adaptation of ready-made instructions provided by equipment manufacturers and dealers supplied with the machinery. This ensures compliance of the training process with practical realities, standardizes operational approaches, and eliminates the need to design educational materials independently, thereby saving management's time. What is more, among the adaptation practices most frequently applied in the small enterprises job shadowing, buddying, the tell–show–do approach, workplace internships, and other forms of guided professional integration. Although these methods differ in their implementation, they pursue a common objective: accelerating the employee's transition from initial familiarization to confident and independent job performance.

The *psychophysiological and socio-psychological elements* regulate the integration of the employee into an established, often conservative collective workforce, as well as their adaptation to working conditions. The specific nature of agricultural production requires a newcomer to possess high resilience to adverse climatic factors, spatial isolation when working directly in the field, and the unevenness of seasonal workloads during sowing or harvesting periods. These elements acquire special significance when working with vulnerable categories of personnel, particularly internally displaced persons and veterans, requiring the management system to foster a specific atmosphere of psychological safety, mutual assistance, and prompt mitigation of latent conflicts directly at production sites.

The socio-psychological element may also be implemented through the integration of newcomers into existing work groups, participation in team meetings, informal interactions with colleagues, and the assignment of experienced employees to provide ongoing support. Such measures contribute to the development of interpersonal trust, facilitate the acceptance of organizational norms, and reduce the likelihood of interpersonal conflicts. This element is typically performed by the line manager, mentor, HR, whose role extends beyond the transfer of professional knowledge to providing social support and guidance during the first weeks of employment.

The *monitoring and controlling elements* are realized through operational feedback tools and replaces complex corporate performance management and certification procedures that are detached from practice. In a small enterprise, it is based on regular oral conversations and express surveys conducted upon completion of defined milestones (e.g., the third day, the first week, the first month of work). The main task of this element is the timely detection of any destructive deviations in the new employee's adaptation track and the flexible, instantaneous adjustment of actions by all involved management subjects.

From the authors' perspective, operational feedback tools should be viewed not as instruments of control alone, but as mechanisms that support continuous adjustment of adaptation activities. In the context of small agricultural enterprises, where organizational structures are less formalized and interpersonal relationships play a significant role, regular informal feedback becomes an important source of managerial information and contributes to the successful integration of new employees into both the professional and social environment of the enterprise.

In small agricultural enterprises, adaptation is rarely managed by a single organizational unit. Instead, responsibility for employee integration is distributed among managers, mentors, and other personnel involved in day-to-day operations. This creates a need for a systems approach, as the effectiveness of adaptation depends not only on the performance of individual participants but also on the consistency of their interactions. Where coordination mechanisms are absent, adaptation activities may lose coherence, reducing the effectiveness of knowledge transfer, increasing uncertainty for newcomers, and prolonging the period required to achieve stable work performance.

Given the above, the greatest challenge for contemporary small agricultural enterprises is the execution of these elements when the corporate structure includes only a "universal" HR clerk or an accountant whose responsibilities are expanded to include personnel record-keeping and payroll calculation. To address this problem, the author proposes a role-based model of adaptation management, which redistributes and accumulates key personnel adaptation tasks among the existing management subjects of the enterprise, transforming adaptation into a cross-cutting management technology under constrained HR functions (Fig. 2).

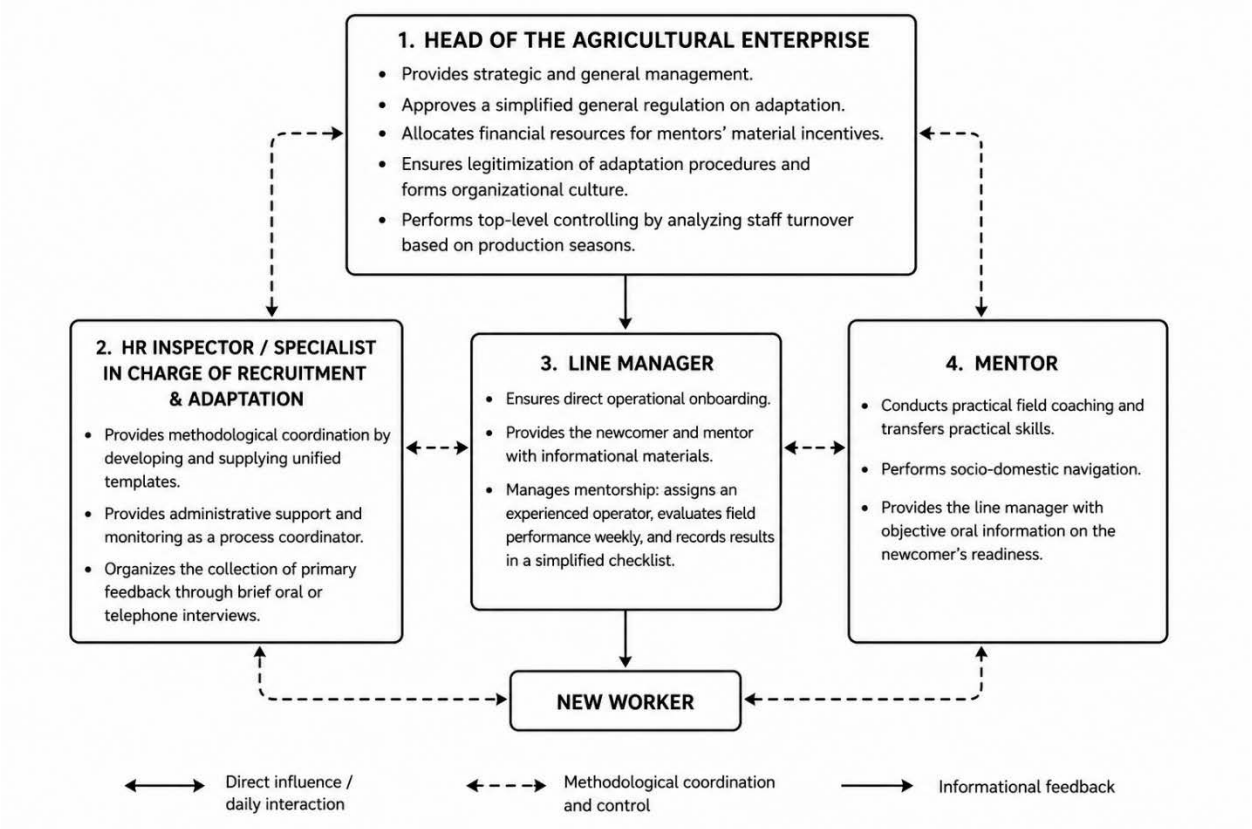

Fig. 2. Role-based model of adaptation management in a small agricultural enterprise under constrained HR functions.
Source: compiled by the authors.

The specific allocation of responsibilities and functions within this pragmatic model is detailed below:

The Head of the Agricultural Enterprise provides strategic and general management, approves a simplified general regulation on adaptation, and allocates financial resources for the material incentives of mentors, which is a critical motivational factor in a blue-collar/line environment. At the highest level of management, the head ensures the legitimization of adaptation procedures and the formation of organizational culture (e.g., a personal brief greeting of the new worker, which in a small enterprise instantly relieves primary stress and establishes a high level of psychological safety). Furthermore, the head performs top-level controlling: analysing staff turnover rates based on the results of production seasons.

Attention should be paid to the fact that in the small agricultural enterprises, where interpersonal relationships and informal communication play a significant role, the visible involvement of the owner may also influence the newcomer's perception of organizational support and commitment. The observed relationships suggests that the particular importance should be attached to the owner's role in coordinating the actions of newcomer, managers and employees involved in the adaptation process.

A brief personal interaction, attention to adaptation challenges, or recognition of mentoring efforts can strengthen employee engagement and facilitate integration into the work collective. Therefore, the role of the owner should be viewed not only as an administrative or strategic function but also as an important factor contributing to the organizational effectiveness of the adaptation system.

The HR Inspector (HR Manager) or Specialist tasked with recruitment and personnel adaptation. Under resource constraints, this subject acts as the coordinator and "dispatcher" of the adaptation system. Coordination serves for aligning the actions of all participants involved in the adaptation process. It ensures the continuity of information flows, clarifies responsibilities, and creates the conditions necessary for timely managerial intervention when adaptation difficulties for newcomer arise. As a result, coordination reduces organizational uncertainty for new employees, facilitates their integration into the social and professional environment, and contributes to a more predictable adaptation trajectory. They provide methodological coordination-developing and supplying line managers with unified templates (adaptation checklist, a safety memo, etc.). This relieves department heads from routine paperwork. The specialist provides administrative support and monitoring, acting as a process coordinator (e.g., reminding the agronomist of the need to interact with the newcomer). They organize the collection of primary feedback - conducting brief oral or telephone interviews with the new employee at the end of the first week and the first month of work to identify hidden domestic or interpersonal issues.

The Line Manager. Line Manager is of particular importance in the adaptation process because this management subject directly connects organizational expectations with the employee's daily work activities.

Successful onboarding relies on how well a line manager interacts with a new employee. As line managers are committed to transform abstract corporate rules into specific daily tasks, they should clarify performance targets,

track technical skill development, and give direct feedback to newcomers. Without this guidance, newcomers often struggle with unclear work priorities and performance standards. This confusion delays their integration and lowers productivity. In small agribusinesses, where production directly depends on unpredictable seasonal shifts, high-end machinery operations, and strict technological timelines, the line manager's role is critical.

Since the positions of technologists and line managers are often combined in the structure of a small agricultural enterprise (for instance, in the person of a single Chief Agronomist), their functional scope is oriented toward direct technological onboarding: introducing the worker directly to the production site, machinery, daily routine, and domestic conditions in field brigades. The line manager ensures the provision of informational materials (e.g., identifying key operational maps and equipment operation manuals provided by dealers during machinery procurement and handing them over to the newcomer and the mentor). This eliminates the need to design training standards independently. The line manager executes mentorship management: assigning an experienced machinery operator to the newcomer, weekly evaluating the quality of field operations performed by them, and recording results in a simplified checklist.

The Mentor. This role is delegated to an experienced line worker who conducts on-the-job training. The available evidence suggests that the effectiveness of adaptation largely depends on the mentor's ability to reduce uncertainty for newcomers during the initial stages of employment. Through regular communication, practical demonstrations, and immediate feedback, mentors help employees understand how tasks should be performed, why specific practices are considered effective within a particular production environment etc. This accelerates professional integration, reduces the likelihood of operational errors, and facilitates the development of confidence in performing work tasks.

Specifically, this role conducts practical field training, ensuring the transfer of practical skills to the new colleague directly during task execution ("watch how I do it, do as I do, do it yourself under my supervision"). The mentor performs socio-domestic navigation by introducing the worker to the informal team, explaining aid rules, and resolving minor organizational issues etc.

Finally, they carry out management briefing by providing the line manager with objective information regarding the newcomer's readiness to independently perform complex technological operations.

Given the above, the effective mentor is an employee who combines as professional competence with the willingness to share knowledge, communicate constructively, and support the development of new colleagues. Therefore, mentoring should be viewed not merely as an additional production responsibility but as an important managerial instrument that contributes to the stability and effectiveness of the personnel adaptation system.

An employee for mentor role should be selected from the experienced specialists who demonstrate stable performance, compliance with technological standards, authority within the work team, and a willingness to transfer professional knowledge and practical experience to newly hired personnel. Employees with mentoring potential are typically characterized by their patience, emotional intelligence, an ability to communicate professional knowledge in a clear and constructive manner. Equally important their interpersonal credibility, respect within the work team, and a positive attitude toward organizational culture and safety requirements.

The proposed model eradicates the problem of excessive "excessive administrative paperwork". It transforms adaptation management from a detached theoretical concept into a distributed managerial technology, where each subject clearly understands their minimal and logical step within a unified adaptation loop.

Conclusions. As the personnel adaptation is intended to facilitate the transition of newly hired employees into the organizational and professional environment, enabling them to acquire the knowledge, skills, and behavioural patterns necessary for successful job performance and to reach the expected productivity level within a shorter period, the study of the theoretical and practical foundations of personnel adaptation management in a small agricultural enterprise indicate that adaptation practices in the agricultural sector focused solely on administrative onboarding are insufficient for the current operating conditions of small agricultural enterprises.

The findings suggest that adaptation should be considered as a management system that continuously interacts with both the internal and external environment of the enterprise. Within such a system, adaptation outcomes are determined by the coordinated functioning of managerial, organizational, technological, and social mechanisms rather than by individual adaptation measures implemented separately.

It is argued that the consistency of the adaptation system is achieved through stable relationships between the managing and managed subsystems. In this context, the adaptation process begins with the purposeful actions of management subjects aimed at supporting employee integration, while its outcome is reflected in the newcomer's attainment of the expected level of work performance within the timeframe established by the enterprise. Consequently, the effectiveness of adaptation depends on the degree of coordination among managers, mentors, employees, communication mechanisms, and organizational procedures involved in the adaptation process.

Considering the specific characteristics of small agricultural enterprises, including limited resources, workforce shortages, seasonal fluctuations in labour demand, and the absence of specialized HR units, the architecture of the personnel adaptation management system has been substantiated. The proposed by authors architecture comprises five interrelated elements: organizational-regulatory, information-technological, professional-technological, psychophysiological and socio-psychological, and monitoring. Their combined application creates the organizational conditions necessary for employee integration, facilitates the transfer of professional knowledge and practical experience, and provides management with timely information

regarding adaptation progress and emerging adaptation-related challenges.

In the absence of an institutionalized HR department, the viability of the personnel adaptation system is secured by implementing a role model. The redistribution of adaptation tasks among existing managers and active specialists allows turning adaptation into a cross-cutting managerial competency, where each step taken by the subjects is synchronized with the general goals of the agricultural enterprise. Minimization of line managers' time expenditures is achieved through the utilization of ready-made technical solutions and by delegating the functions of a coordination hub, system dispatcher, and methodological coordinator to the HR inspector or the specialist responsible for recruitment and adaptation.

Future scientific inquiries in this direction should be aimed at developing specific mathematical models and algorithms for assessing the cost of employee adaptation processes and calculating the optimal level of financial incentives for mentors in the agricultural sector.

Declaration on AI use. During the writing process, the authors used generative artificial intelligence tools (ChatGPT 4o by OpenAI) solely for the purposes of scientific terminology used verification and for the purposes of text editing. No AI-generated text was used without critical revision and editing. The authors bear full responsibility for the scientific validity, accuracy, and integrity of the content of this article.

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Дата надходження статті: 18.05.2026 р.
Дата прийняття статті до друку: 09.06.2026 р.
Дата публікації (оприлюднення) статті: 20.07.2026 р.