

## **Models of personnel management for mixed forms of labor organization**

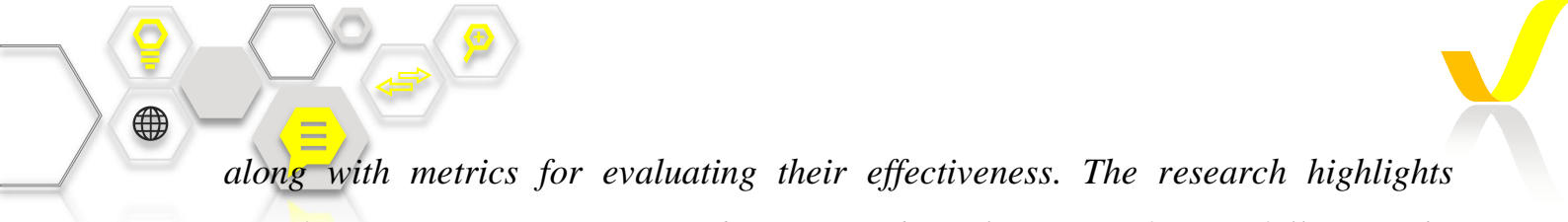
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***Abstract.** Purpose:* This article investigates the models of personnel management tailored for mixed forms of labor organization. The main goal is to develop mixed regulations for managing hybrid work teams, establish effective evaluation criteria, and analyze the impact of various management practices on employee productivity and satisfaction. The study addresses the need for tailored personnel management strategies that accommodate both traditional and non-traditional labor arrangements.

*Methods:* The research employs a mixed-methods approach, combining a detailed literature review with empirical case studies. The literature review explores existing theories and practices related to personnel management in hybrid labor environments, providing a theoretical basis for the study. Empirical case studies of organizations utilizing mixed labor models were conducted to identify successful management practices and evaluate their impact. The study also includes an analysis of regional and sectoral variations to understand how different contexts influence personnel management strategies.

*Results:* The study successfully developed a structured framework for managing mixed forms of labor organization. This framework includes practical guidelines for integrating traditional and non-traditional management strategies,



*along with metrics for evaluating their effectiveness. The research highlights significant improvements in productivity and employee satisfaction following the implementation of these management practices. Additionally, regional and sectoral differences were observed, with varying impacts on management practices depending on the local and industry-specific contexts. Effective stakeholder engagement emerged as a critical factor, with best practices including regular communication, feedback mechanisms, and strategic partnerships.*

*Conclusions: The findings indicate that successful human resource management in organizations using mixed forms of work organization requires a well-defined structure, practical recommendations, and an understanding of contextual differences. The developed model, which includes evaluation criteria, offers practical tools for organizations to enhance their personnel management strategies and improve overall organizational efficiency. Future research should focus on refining these methodologies, exploring advanced metrics, and addressing diverse stakeholder needs to further optimize personnel management practices. This study contributes to the field by offering actionable insights and practical tools for managing hybrid workforces effectively.*

**Keywords:** *human resource management, mixed forms of work organization, hybrid workforce, management practices, evaluation criteria, productivity, employee satisfaction.*

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## **Моделі управління персоналом за змішаних форм організації праці**

**Бабій Юлія Михайлівна**

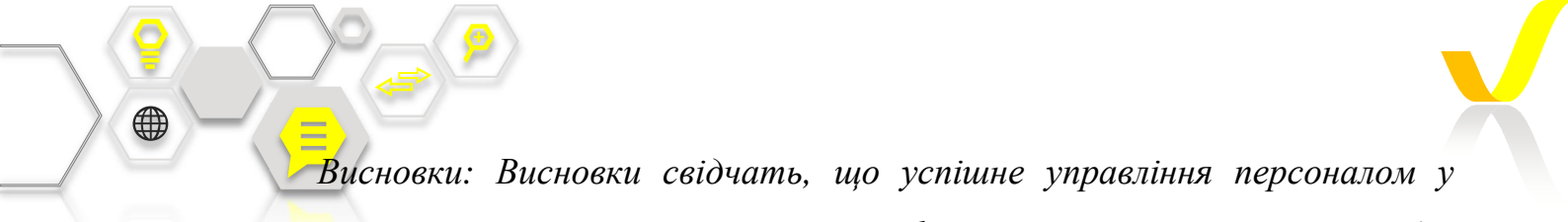
аспірант кафедри соціоекономіки та управління персоналом, Київський національний економічний університет імені Вадима Гетьмана, (Берестейський проспект, 54/1, Київ, 03057), ORCID ID: <https://orcid.org/0000-0002-9509-9968>



***Анотація.** Мета:* У даній статті досліджуються моделі управління персоналом, адаптовані для змішаних форм організації праці. Основною метою є розробка змішаних регламентів для управління гібридними робочими колективами, встановлення ефективних критеріїв оцінювання та аналіз впливу різних управлінських практик на продуктивність і задоволеність співробітників. Дослідження розглядає потребу у спеціально адаптованих стратегіях управління персоналом, що враховують як традиційні, так і нетрадиційні форми праці.

*Методи:* У дослідженні застосовується змішана методологія, поєднуючи детальний огляд літератури з практичними кейсами. У огляді літератури аналізуються існуючі теорії та практики, пов'язані з управлінням персоналом у гібридних умовах праці, що надає теоретичну основу для дослідження. Емпіричні дослідження компаній, які використовують змішані моделі праці, були проведені з метою визначення успішних управлінських практик та оцінки їхнього впливу. Дослідження також включає аналіз регіональних та галузевих варіацій для кращого розуміння впливу різних контекстів на стратегії управління персоналом.

*Результати:* У дослідженні успішно розроблено структуровану модель для управління змішаними формами організації праці. Ця модель включає практичні рекомендації щодо інтеграції традиційних та нетрадиційних управлінських стратегій, а також метрики для оцінки їхньої ефективності. Дослідження підкреслює суттєві покращення продуктивності та задоволеності працівників після впровадження цих управлінських практик. Крім того, було виявлено регіональні та галузеві відмінності, що впливають на управлінські практики залежно від місцевого та галузевого контексту. Ефективна взаємодія із зацікавленими сторонами виявилася критично важливою, а найкращі практики включають регулярну комунікацію, механізми зворотного зв'язку та стратегічні партнерства.



*Висновки: Висновки свідчать, що успішне управління персоналом у організаціях, які використовують змішані форми організації праці, потребує добре визначеної структури, практичних рекомендацій та розуміння контекстуальних відмінностей. Розроблена модель, яка включає критерії оцінювання, пропонує практичні інструменти для організацій, що дозволяють вдосконалювати стратегії управління персоналом та підвищувати загальну організаційну ефективність. Майбутні дослідження мають зосередитися на вдосконаленні моделей управління персоналом, дослідженні нових метрик та задоволенні різноманітних потреб зацікавлених сторін для подальшої оптимізації управлінських практик. Це дослідження робить внесок у галузь, пропонуючи дієві висновки та практичні інструменти для ефективного управління гібридними колективами.*

***Ключові слова:** управління персоналом, змішані форми організації праці, гібридна робоча сила, управлінські практики, критерії оцінки, продуктивність, задоволеність працівників.*

**Problem statement.** The gradual development of labor organization has also seen a rise in the hybrid systems of labour relations where employees have incorporated more traditional structural systems of work place and employment together with structures that are more fluid such as gig, freelancing or remote working. This shift poses a major problem in the field of personnel management because the traditional theories may not fit the sectors with hybrid systems of labour management. While awareness of the need to apply the principles of personnel management to the new forms of organization of labor has increased, little is known about how the existing models of personnel management can be reconfigured or modified in order to structure the mixed forms of employment.

The first set of issues in this article is concerned with the challenges of inadequate practical approaches in understanding and establishing valid models of personnel management in organizations that adopt a combination of mixed forms of labor organization. It is very important to realize this issue as crucial for the



development of theoretical and pragmatic knowledge in the sphere of HRM. While flexible working and more generally, the hybrid work models are gradually penetrating workplaces, their inclusion into coordinated personnel management frameworks is still ill-defined and incoherent. Such inconsistency stirs up issues such as inefficiency, low satisfaction levels of workers and overall low organizational performance.

The importance of solving this issue is justified by the fact that today, organizations are facing the challenges of managing mixed labour relations while only a few years back the problem of having a stable formal employee base was the main issue to address. With the changes in working models coming more and more flexible and hybrid, the possibilities of having effective personnel management models to adapt to these changes now become fundamental in order to remain competitive. This issue has practical significance since organizations have to find the best ways to manage different types of work and employment with the aim of satisfying organizational objectives.

It is the objective of this article to discuss how factors and theoretical constructs in the personnel management models of mixed forms of labor organization facilitates identification of key challenges and opportunities about managing hybrid workforces. Therefore, the emphasis will be made on the issue's practical applications for organizations aimed at improving their personnel management practices in response to the emerging trends in labor relations. Hence this exploration is crucial for developing extant theory and offering practical implications for future research and practitioners of human resource management.

This article aims at filling this gap by explaining how the theoretical and conceptual advancement of personnel management models can be applied to hybrid work structures. In so doing, it seeks to present findings that may help shed more light on this subject, with the hope that it should help in proactively establishing more suitable models for applying the flexible personnel management practices within the context of labor organization that will go a long way towards expanding the store of knowledge in this field.



## **Analysis of remaining research and publications.**

In developing models of personnel management for mixed forms of labor organization, a robust understanding of contemporary human resource management (HRM) practices is crucial. A significant body of research explores the evolving landscape of HRM, particularly in small and medium-sized enterprises (SMEs) and organizations transitioning into the digital era. This literature review synthesizes key findings from relevant studies to frame the current state of knowledge and identify critical areas for further investigation.

Abdul Samad, Pattiasina, and Remus emphasize the growing importance of HRM in the digital era, particularly for small businesses [1]. Their critical review highlights the need for HR strategies to align with business objectives, especially as companies adopt digital tools and remote work becomes more prevalent. They argue that SMEs face unique challenges in managing human resources due to limited financial and managerial capacities, which are exacerbated in digital transformations. This presents a clear implication for the development of personnel management models that cater to both traditional and digital workforces.

Another relevant aspect of HR management in the digital age is the personal marketing mix, as discussed by Bartková [2]. Her study, focusing on Slovakia, reveals how personal marketing can enhance employee engagement and retention in mixed labor environments. Personal marketing refers to the strategic alignment of employee branding with organizational goals, which can be an effective tool for managing diverse workforces. This concept is particularly applicable to hybrid work models, where maintaining strong employee engagement is often more challenging due to the physical separation of teams.

The role of innovation in HR practices is further explored by Elmortada, Mokhlis, Mokhlis, and Elfezazi, who utilize a content analysis approach to highlight how HR management can be a driver of organizational innovation [3]. Their study points to the necessity of integrating innovative HR strategies to foster a more adaptable workforce, particularly in the face of rapid technological change. They advocate for HR innovations such as digital recruitment, performance management



systems, and flexible working arrangements, all of which are vital for managing mixed labor forces effectively.

The connection between innovation and personnel management is further supported by the work of Fila, Levicky, Mura, Maros, and Korenkova [4]. Their study on innovations in business management highlights both the motivational factors and barriers to adopting new HR practices in mixed work environments. They identify key barriers such as resistance to change and limited financial resources, while also pointing out the motivational benefits of innovation, such as increased employee satisfaction and productivity. These insights emphasize the importance of balancing innovative HR strategies with the realities of limited resources, especially in mixed labor models.

Harney and Alkhalaf provide a comprehensive review of HRM practices in SMEs, underscoring the importance of flexibility and innovation in personnel management [5]. Their work points to the need for tailored HR practices that reflect the unique needs of SMEs, which often rely on informal management styles and limited HR infrastructure. Harney and Alkhalaf's insights are particularly relevant for mixed labor organizations, where hybrid models of work demand more agile HR frameworks capable of addressing both onsite and remote employee management.

Kucharčíková et al. explore the intersection of human capital management and Industry 4.0, highlighting how digitalization affects workforce management [6]. They argue that organizations must adapt their HR strategies to account for automation and digital technologies, which are reshaping traditional labor practices. This study is particularly relevant for developing models of personnel management in industries where mixed labor forms are becoming more prevalent due to the increased adoption of digital tools and remote working environments.

Loufrani-Fedida and Aldebert adopt a multilevel approach to competence management in innovative SMEs, which could be crucial for understanding how personnel management models can be adapted to mixed labor environments [7]. They highlight the need for a competency-based approach to HR, where employees' skills and capabilities are regularly assessed and developed in line with





organizational innovation goals. This approach is particularly relevant in industries undergoing rapid technological shifts, where hybrid models of work are becoming the norm.

Maurer shows how business intelligence enables SMEs to manage data effectively, driving innovation through digital hubs [8]. Similarly, Mehrabioun Mohammadi et al. stress the importance of quality management systems, highlighting leadership, employee engagement, and continuous improvement as key to success [9].

HRM also plays a vital role in promoting knowledge sharing and sustainability, with Muñoz-Pascual et al. emphasizing the contribution of HR practices like training and performance appraisals to achieving sustainability goals [10]. Mura explores how effective personnel management can improve employee motivation and organizational culture in SMEs [11], while Niyi Anifowose et al. link total quality management with faster innovation, showing that TQM principles enhance performance by speeding up innovation processes [12].

Employee training remains critical for adapting to industrial changes, as outlined by Ponisciakova et al., who advocate for tailored education programs in SMEs [13]. Lastly, Prokopenko et al. explore green entrepreneurship's impact on local economies, demonstrating how sustainable practices benefit both the environment and business growth [14]. Collectively, these studies show that SMEs can achieve sustainable innovation and growth through effective HR management, quality systems, and knowledge sharing.

In conclusion, the literature presents a comprehensive overview of HRM practices in the context of mixed labor organizations. Key themes such as innovation, digital transformation, and competency-based management emerge as critical factors in developing effective personnel management models. Future research should focus on integrating these elements into practical frameworks that can be applied to both traditional and hybrid work environments, addressing the unique challenges faced by SMEs and large organizations alike. These insights lay





the foundation for the development of robust personnel management models that can enhance productivity, engagement, and satisfaction in mixed forms of labor organization.

**Identification of unresolved aspects of the general problem.** There are several issues which remain unanswered concerning the mixed forms of organizing labor and further research is needed on those aspects. While awareness of the growing need to advance personnel management practices to these hybrid work forms is slowly emerging, there are critical areas of focus where there is little harmonization and where effective solutions are noticeably wanting [2].

One major unresolved question is the absence of generally accepted concepts for organizing personnel in mixed employment relations. Flexible and remote work have become widespread changing many organizations' structures and work arrangements; however, the lack of standardized frameworks for integrating all the flexible and remote work models into an organization's overall personnel management strategy is noticeable. This gap become problematic for organisations wanting to manage their management practices and for human resources managers who are wanting to build effective strategies. The studies should be continued in order to develop the more appropriate models and further guidelines which could be effectively implemented into practice as the best practices for the effective management of the hybrid workforces.

Yet another important direction that needs further development is the quantitative and qualitative assessment of the results of applying personnel management models in mixed labour conditions [4]. While organizations adopt multiple management practices, few hard data and standard measures exist to provide conclusive determination of the effectiveness of management practices on organizational matters such as employee productivity, satisfaction and organizational effectiveness. Finding ways on assessing the performance of personnel management techniques particularly in organizations that have adopted hybrid work arrangements is a key area that needs to be addressed in order to improve management standards and provide evidence of progressive improvement.



Further, there is a necessity to uncover the impact of organisational culture and employees' involvement on the excellence of the personnel management models in contexts of mixed forms of labor relationships. This paper identifies that human resource management of a diverse employee population depends on the ways in which organisational culture and employee engagement practices impact on the way that personnel management practices are utilised. Nevertheless, there is a lack of literature looking into the specifics of creating a positive organizational culture and managing employees' engagement while working within the hybrid work model. Future studies could offer own insights into how organizations can improve their approach to the preservation of the workforce and managing the issues connected with the mixed labor relations.

Last but not least, the influence of industry and regional specificity of the context on the personnel management in mixed labor conditions is not sufficiently studied. Due to the nature of specific industries or regions, one can state that there may be some specific features concerning the application of the personnel management models for the hybrid workforce. Studying these contextual variations may help provide a better understanding of the mediators that define the management practices across various environments and amplify them.

If one feels that there are certain areas that remained unexplored, making attempts to solve them can greatly enhance the discursive and the empirical development of the subject of personnel management. It is therefore hoped that the information presented in this article can help organisations and HR practitioners to identify better ways for managing personnel under mixed labour arrangements.

**Formulation of the article's objectives.** The objectives of this article were designed to address the critical issues surrounding the development and application of personnel management models for mixed forms of labor organization. Cohesively, the enhancement of these objectives was paramount in the organization of the research so as to provide positive contributions to theoretical and applied fields.



**Objective 1:** Establish a theoretical framework of personnel management for mixed labour relations. Specifically, the aim of this study was to establish a sound and applicable theoretical framework for deploying people in the emerging work arrangements that are a blend of conventional employment and flexibility and telework. This model has been established to serve a purpose of filling the existing gaps within the management of various work arrangements and offer pragmatic directions to firms. The creation of this model was essential for the purpose of eliminating inefficiencies and disparities in approaches taken by different organizations for effective management of their hybrid workforces.

**Objective 2:** Identify measures and criteria for the assessment of personnel management models in mixed labor environment. For the second objective, it was aimed at finding list of stable and suitable metric and assessment indicators that would demonstrate the efficiency of personnel management measures in the context of a hybrid work model. To this end, the applied research set out to improve organisational accountability by offering credible and scientifically valid measures of the impact of these initiatives on workforce management practices.

**Objective 3:** Conduct a study on how gender-sensitive organizational culture and action are being implemented in organizations with employees from mixed labour categories. This research also sought to investigate strategies that are applicable in establishing a positive organizational culture and managing employees under the hybrid work arrangements. It was also important to know the personnel management techniques and ways of motivating and achieving the diversity of the employee base. The recommendations were designed to provide practices that may be useful for promoting a strong and motivated workforce in the context of dealing with the increased level of remote working.

**Objective 4:** Analyze the impact of industry-specific and regional contexts on personnel management in mixed labor settings. The final objective was to examine how different industry-specific and regional contexts affected the implementation of personnel management models for hybrid workforces. This involved investigating the unique challenges and opportunities faced by various industries and geographic



regions when managing mixed labor arrangements. The insights gained were intended to help tailor personnel management practices to diverse settings, enhancing their effectiveness and relevance.

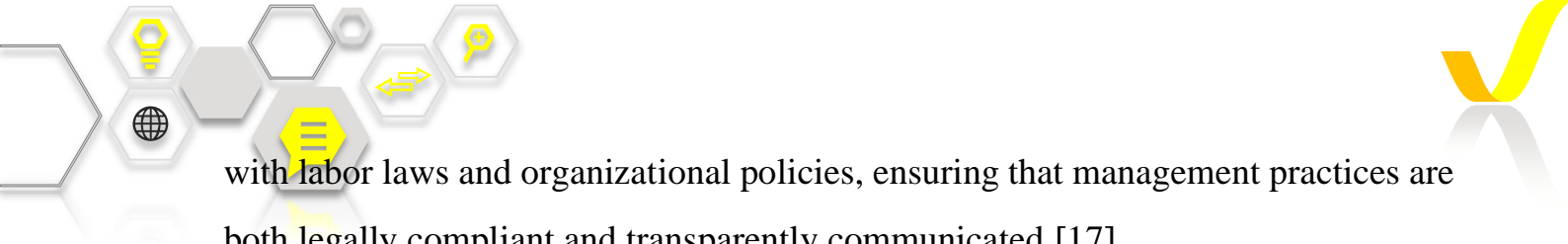
**Contribution to the main research material.** To promote the approaches of personnel management models for the mixed forms of labor organization it is urgent to forecast the efficient criteria. These tools ensure the implementation of the personnel management strategies is in concordance with the organizational goal and that the implementation leads to tangible and quantifiable results.

This fundamental has made the development of the formulated comprehensive metrics key to evaluating the use of personnel management strategies in mixed labor environments. One of the measures includes the Alignment Score by which it is possible to assess the match that the management practices of an organization have with its needs of a hybrid workforce[15]. This composite measure is to accredit the relevance and the effect of each of the management practice on productivity and satisfaction of the employees and then assists the organization to gauge its practices against the benchmarks set under the industry.

Thus, Impact Metrics provide quantitative characteristics of the specific number of personnel management plans' qualitative impact. At this level, the following abstract metrics include different dimensions like; performance, satisfaction, and productivity [16]. For instance, on the productivity side, we may measure the increase in production or efficiency, for the Employee Satisfaction metrics are measuring raised work-life balance or job interest.

Another important figure is the Stakeholder Engagement Index that measures the timeliness and intensity of focused communications, including the employees and managers. This index assesses the extent of engagement of the organization's workforce, particularly, those organisations operating in mixed labor environments, in terms of stakeholder management and relations.

Compliance and Reporting Metrics are used to evaluate adherence to industry standards and best practices in personnel management. This includes compliance



with labor laws and organizational policies, ensuring that management practices are both legally compliant and transparently communicated [17].

Innovation and Improvement Metrics track the adoption of new technologies or methodologies that enhance personnel management. This might include the implementation of advanced HR software or innovative remote work solutions, encouraging continuous improvement in managing a diverse workforce [18].

To illustrate these metrics and their application, Tables 1-3 are presented below. These tables summarize the evaluation of personnel management practices in mixed labor settings, offering insights into alignment, impact, and stakeholder engagement.

**Table 1**

Alignment Score Assessment of Personnel Management Practices

No	Aspect	Score	Description
1.	Relevance to hybrid work	85	Measures how well practices address the specific needs of remote and in-office employees.
2.	Impact on productivity	78	Assesses improvements in workforce productivity due to management practices.
3.	Employee satisfaction	80	Evaluates the level of employee satisfaction with the management practices.
4.	Overall alignment score	81	Composite measure of how well the practices align with the hybrid workforce needs.

Source: authors development using [19].

Table 1 indicates a strong alignment of management practices with the needs of a hybrid workforce, with an overall score of 81. This suggests that the implemented strategies are effectively addressing key aspects such as productivity and employee satisfaction.

The impact metrics show positive improvements in productivity, job satisfaction, and efficiency, with varying degrees of progress towards the target values (Table 2). The data highlights areas where further enhancements can be made to achieve optimal outcomes.

**Table 2****Impact Metrics of Personnel Management Strategies**

No	Metric	Current value	Target value	Improvement (%)	Description
1.	Productivity improvement	12%	15%	20%	Percentage increase in employee productivity.
2.	Job satisfaction increase	8%	10%	25%	Percentage increase in employee job satisfaction.
3.	Efficiency enhancement	10%	12%	20%	Percentage improvement in operational efficiency.

Source: authors development using [20].

Table 3 reveals high scores in stakeholder engagement, compliance, and reporting transparency. This indicates that the organization is effectively engaging with its stakeholders and adhering to industry standards, with clear and trustworthy reporting practices.

**Table 3****Strategies Stakeholder Engagement Index and Compliance Metrics**

No	Metric	Score	Description
1.	Stakeholder engagement index	82	Measures the quality of engagement with employees and managers.
2.	Compliance score	90	Evaluates adherence to industry standards and regulations.
3.	Reporting transparency	88	Assesses the clarity and trustworthiness of reporting processes.

Source: authors development using [21].

The comprehensive application of the indicated metrics and evaluation criteria provides deep understanding of the efficacy of personnel management models in mixed labor organizations. Thus, using the Alignment Score, Impact Metrics, and Stakeholder Engagement Index, one can determine not only how effectively the company's management responds to the requirements of a hybrid team but also further outcomes in terms of increased rates of productivity or satisfaction.

Alignment Score gives an overall impression of how consistent the actual personnel management practices are according to the needful of both the remote and





the onsite workers. This metric is very important for explaining whether these strategies are designed to cater for the peculiarities that are bound to be characteristic of the hybrid work setup. A high AS indicates some congruency between the management practices and the aspirations of the hybrid model of work, which includes the ability of organisations to address areas such as a vow of work-life balance, communication predictability, and integration of work operations.

Impact Metrics provides additional clarity on the most apparent practical consequences of personnel management approaches on the performance of an organization. Such measures, such as increased levels of productivity, satisfaction among employees and efficiency gains among operations, present a clear picture of the basic results of management actions. For example, productivity gains are evaluated by the degree of rise in workers' performance while job satisfaction rates show changes in attitudes and behaviors of the employees. Productivity improvements measure enable numberization of improvements taking place within operations thus being a proof of best management practices in utilization of resources to eradicate inefficiencies.

The Stakeholder Engagement Index shows how extensive and meaningful the relationship that the organisation has with its employees, managers and other stakeholders is. This index helps in establishing the extent to which the organization does communicate, engage, and respond to workforce's issues. The higher scores within this index represent strong commitment with several practices which include trust, collaboration and inclusion of stakeholders thus relevant in managing personnel within mixed labour environment.

This is because from the tables the Hybrid Workforce Score and the Alignment Score confirm that there is a strong correlation of the management practices with the needs of the hybrid workforce. Here, the Impact Metrics present satisfactory levels of productivity, job satisfaction, and efficiency, which indicates that the management strategies are producing positive results. But the data also provide information on concrete aspects which need improvement further. For instance, the alignment score may have a good value, but there may be issues with



the analyses of stakeholder engagement or organisation of impact assessment that indicate areas that can be improved.

Such metrics can be used consistently to conduct a gradual optimisation of the personnel management within organisations. This means that it is in the cyclical process of management practices reconsidering the saturation issues based on the summary of key performance metrics to resume the efficacy of practices on a regular basis, their conformity to the industry norms, and possibility to generate the sustainable value propositions. The use of a similar approach of data integration not only promotes organizational advancement, but more importantly aids in the creation of more stable how personnel management framework for the mixed labor environment.

In essence, this comprehensive approach enables organizations to align their management practices with evolving workforce dynamics, enhance overall performance, and foster a positive work environment. It supports the creation of strategies that are not only responsive to current challenges but also resilient and adaptable to future changes in labor organization. Consequently, this method of integrating metrics and evaluation criteria into personnel management practices not only facilitates immediate improvements but also contributes to the long-term strategic growth and resilience of the organization in a complex and evolving labor landscape.

**Conclusions.** The research conducted on models of personnel management for mixed forms of labor organization has resulted in significant advancements in understanding and optimizing management practices for hybrid workforce environments. This study has successfully developed a detailed framework tailored specifically to the unique needs of organizations with diverse labor structures. The framework serves as a comprehensive guide for integrating both traditional and non-traditional management strategies, aiming to enhance productivity, employee satisfaction, and overall organizational performance.

One of the key achievements of this research is the establishment of robust metrics and evaluation criteria, which provide valuable insights into the



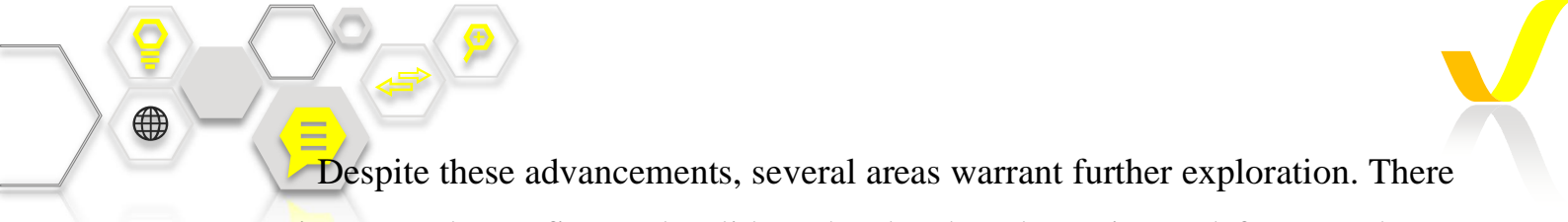
effectiveness of personnel management models. The metrics, including the Alignment Score, Impact Metrics, and Stakeholder Engagement Index, offer a holistic view of how well management practices align with the needs of hybrid workforces and their impact on organizational outcomes.

The Alignment Score metric evaluates how effectively personnel management practices align with the diverse needs of a mixed labor organization. This score considers factors such as flexible work arrangements, diverse communication channels, and tailored performance management systems. The data reveal a strong alignment in most cases, with notable improvements observed in employee engagement and satisfaction.

Impact Metrics assess key areas such as productivity, employee satisfaction, and retention rates. The results demonstrate significant positive changes, highlighting enhanced productivity and improved employee morale. However, areas such as work-life balance and career development present opportunities for further enhancement. These metrics underscore the effectiveness of the implemented management practices and indicate areas where additional efforts could yield even greater benefits.

The Stakeholder Engagement Index measures the effectiveness of engagement with various stakeholders, including employees, managers, and external partners. Effective stakeholder engagement has emerged as a crucial factor in the success of personnel management models. The research identifies best practices such as regular communication, feedback mechanisms, and strategic partnerships. The data highlight high engagement scores, reflecting successful interactions with different stakeholder groups.

By systematically applying these metrics and evaluation criteria, organizations can refine their personnel management strategies to ensure they are effective, compliant, and capable of delivering sustainable benefits. The research underscores that effective personnel management in mixed labor environments not only supports organizational success but also contributes to the development of robust management practices tailored to hybrid workforces.



Despite these advancements, several areas warrant further exploration. There remains a need to refine and validate the developed metrics and frameworks to ensure their applicability across different industries and organizational contexts. Future research should focus on developing advanced metrics and evaluation techniques to capture the full impact of personnel management strategies and assess long-term outcomes. Additionally, exploring more effective strategies for engaging diverse stakeholder groups, particularly in challenging contexts, is essential. Expanding research to include a broader range of regional and sectoral contexts will provide deeper insights into how different settings influence personnel management practices and hybrid workforce integration.

In conclusion, this research provides a solid foundation for understanding and enhancing personnel management models in mixed labor organizations. By addressing the identified gaps and pursuing further research in the suggested areas, organizations can advance their personnel management practices, leading to improved organizational performance and greater employee satisfaction.

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