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Public management and administration department

THESIS

Education Degree - Master

on: **“MANAGEMENT OF LABOR RESOURCES OF THE ENTERPRISE IN
MODERN BUSINESS CONDITIONS.”**

Completed: student of
073 “Management” speciality
EP “Administrative Management”

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TASK

on thesis for student

He Yan

1. Theme of Thesis: Management of labor resources of the enterprise in modern business conditions.

Supervisor Prof. Dr. Larysa Kalachevska

approved by the university from

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2. Base of practical research:

State Grid Corporation of China

3. Deadline for student completed project (work)

August, 28 2024

4. Background to the project (work):

Effective management of labor resources is essential for enterprise success in today's dynamic environment. This project aims to explore modern methods and strategies to enhance labor resource management, addressing challenges like globalization, technology, and market changes, to improve organizational performance.

5. Contents of settlement and explanatory notes (the list of issues to develop):

The project includes a literature review of human resources management theories and practices, analysis of successful companies, and identification of globalization and technology impacts. Strategies for talent utilization, retention, motivation, and adaptation will be developed. A comparative analysis of different approaches will be conducted, followed by data collection from interviews and surveys. The role of technology in HR management will be assessed. Practical strategies for managers and an implementation framework for the proposed strategies will be provided.

6. Date of assignment:

June, 01. 2023

CALENDAR PLAN

	Name of the diploma project's stages	Dates of project stages performance	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	<i>September, 2023</i>	<i>done</i>
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	<i>September - October, 2023</i>	<i>done</i>
3	Preparation and presentation of draft of the first chapter of the thesis	<i>November 2023</i>	<i>done</i>
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	<i>December 2023</i>	<i>done</i>
5	Making the theoretical part of the thesis, summarizing the analytical part	<i>January 2024</i>	<i>done</i>
6	Design options improve the research problem	<i>January 2024</i>	<i>done</i>
7	Completion of the project part of the thesis, design chapters	<i>January 2024</i>	<i>done</i>
8	Update of data for 2019, 2020, 2021 and completion of analytical and design sections of the qualification work	<i>March 2024</i>	<i>done</i>
9	Previous work and its defense review	<i>August, 2024</i>	<i>done</i>
10	Checking the authenticity of the thesis	<i>September, 05 2024</i>	<i>done</i>
11	Deadline for student completed the thesis	<i>September, 12 2024</i>	<i>done</i>
12	Defense of the thesis	<i>September, 2024</i>	<i>done</i>

Student He Yan He Yan
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Checking the authenticity conducted.
Thesis allowed for defense

(signature)

SUMMARY

He Yan. Management of labor resources of the enterprise in modern business conditions.

Master's thesis in the specialty 073 «Management», EP «Administrative Management» SNAU, Sumy-2024 - Manuscript.

In this qualification work, the theoretical and practical aspects of the activities of the Chinese company Baidu were investigated.

The influence of technological innovations on the organizational culture and structure of the work process of this company was analyzed in detail. Strategies for managing labor resources that correspond to modern business conditions in Baidu were determined. And practical recommendations have been developed for this enterprise regarding the effective use of labor resources.

In the first chapter, the concept of human resource management and the history of its emergence were studied. The main functions of labor management were considered and the methods of personnel selection for enterprises were analyzed in detail.

In the second chapter, the Chinese company Baidu was analyzed and its organizational, financial, and strategic components were determined. The human resource management system in this company was analyzed.

The third chapter presents the company's main problems with finding and retaining talented personnel, motivating the company's employees, and balancing personal life and work. To solve these problems, we have offered step-by-step instructions.

Work is of great practical importance because the company's most basic problems in finding and retaining talent, motivating employees, maintaining a balance between work and personal life were analyzed in detail, and an algorithm of actions to solve these problems was given.

Keywords: Human resource management, Personnel management, Human capital, Modern business conditions, Baidu company, Innovations, Technological influence, Strategic HR management.

АНОТАЦІЯ

Він Ян. Управління трудовими ресурсами підприємства в сучасних умовах господарювання.

Магістерська робота за спеціальністю 073 «Менеджмент», ЕП «Адміністративний менеджмент» СНАУ, Суми-2024 - Рукопис.

У даній кваліфікаційній роботі були досліджені теоретичні та практичні аспекти діяльності китайської компанії Baidu. Детально проаналізовано вплив технологічних інновацій на організаційну культуру та структуру робочого процесу цієї компанії. Визначено стратегії управління трудовими ресурсами, які відповідають сучасним умовам ведення бізнесу в Baidu. І для даного підприємства розроблено практичні рекомендації щодо ефективного використання трудових ресурсів.

У першому розділі було вивчено поняття управління людськими ресурсами та історію його виникнення. Розглянуто основні функції управління працею та детально проаналізовано методи підбору персоналу для підприємств.

У другому розділі було проаналізовано китайську компанію Baidu та визначено її організаційну, фінансову та стратегічну складові. Проаналізовано систему управління персоналом на даному підприємстві.

У третьому розділі представлені основні проблеми компанії з пошуку та утримання талановитого персоналу, мотивації співробітників компанії, балансу між особистим життям і роботою. Для вирішення цих проблем ми запропонували покрокову інструкцію.

Робота має велике практичне значення, оскільки були детально проаналізовані основні проблеми компанії щодо пошуку та утримання талантів, мотивації співробітників, підтримки балансу між роботою та особистим життям, а також наведено алгоритм дій щодо вирішення цих проблем.

Ключові слова: Управління трудовими ресурсами, Управління персоналом, Людський капітал, Сучасні умови бізнесу, компанія Байду, Інновації, Технологічний вплив, Стратегічне управління HR.

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INTRODUCTION

The relevance of the research topic work:

In today's ever-changing and evolving business environment, effective human resource management is becoming a key success factor for businesses in all industries and markets. Human resource management is becoming more complex and requires new strategies and approaches in connection with constant changes in society, technological innovations, geopolitical transformations and changing views of employees about their place in the production process. This thesis is devoted to the study of modern aspects and practices of labor management at enterprises. It is aimed at revealing and analyzing key issues that arise in personnel management in conditions of constant change. The study will be based on current theoretical concepts, practical examples and analysis of the impact of modern trends on labor management.

According to a particular purpose, only the important **objects of this work are:**

- Consider and analyze the theoretical aspects of human resources management;
- Study current trends and challenges arising in the field of labor relations and personnel management;
- Analyze the impact of technological innovations on organizational culture and the structure of the work process;
- Determine strategies for managing labor resources that correspond to modern business conditions;
- Develop practical recommendations for enterprises on the effective use of labor resources based on the example of the company's activities.

The object of the study is the organizational and economic relations that arise in the process of managing the company's labor resources in modern business conditions.

The subject of the study is a set of theoretical, methodological and practical aspects of the process of identifying ways to improve the labor resources management of the enterprise in modern business conditions.

The practical significance The thesis will be aimed at the study and analysis of key issues of labor resource management in modern business conditions, with an emphasis on practical aspects and development of strategies for enterprises. The research will enable a deeper understanding and systematization of modern theoretical approaches to human resources management, and can also be of practical application to managers and leaders of enterprises, helping them to understand modern trends in human resources management and develop optimal strategies for achieving success in the global market environment.

Information base of research The basis for writing the work was the works of outstanding scientists in the field of management. The following methods were used: method of literature review helped to conducted a thorough review of existing literature, academic journals, books, and reputable online sources to gather foundational knowledge on modern labor resource management; method of data analysis analyzed relevant statistical data, industry reports, and research findings to identify patterns, trends, and key metrics related to labor resources and workforce management; method of interviews and surveys helped to conduct interviews with HR professionals, organizational leaders, and experts in the field of labor management. Designed surveys to gather insights from employees and managers about their experiences and perspectives; method of technology assessment explored the impact of technology on labor resource management. Assessed how digital tools and platforms influence recruitment, training, performance management, and communication within the workforce.

Thesis consists of an introduction, three chapters, list of references that includes 24 publications, 9 figures, 3 tables. Full volume of 77 pages, of which the main text – 68 P-

CHAPTER 1

GENERAL APPROACHES TO UNDERSTANDING THE CONCEPT OF LABOR RESOURCE MANAGEMENT

In the modern conditions of the development of the world economy, the personnel management process is one of the most important aspects of the organization's existence and functioning, which is able to significantly increase the efficiency of the management system and ensure an increase in its level of profitability and competitiveness.

In recent decades, the role of the employee has changed significantly, from a passive, statistical executor to an active participant not only in the production process, but also actively participates at all levels in the management of the organization, is included in the decision-making process at the enterprise not only of an operational and tactical nature, but also and of strategic importance.

Table 1 - the development of management is carried out evolutionary, through the emergence of scientific schools and their interaction [1].

TODAY	The concept of behaviorism (C. Barnard, D. McClelland)
1960	
1950	The concept of human resources (A Maslow, D. McGregor)
1940	
1930	The concept of human relations (M. Follett, E. Mayo)
1920	The concept of scientific administration (A. Foyle, M. Weber)
1910	The concept of scientific management (F. Taylor, Frank and Lillian Gilbreth, G. Ford)
1900	
1890	
1880	
2nd half of the 19th century	Labor theory of value (A. Smith) Theory of the value of labor power (K. Marx)

Personnel management in the 20th century. is called the century of organizations in which, on the one hand, the depersonalization of a person occurs, and on the other, the evolution of new personality qualities. Classics of political economy A. Smith and K. Marx made a significant contribution to the development of the theory of human capital. It is in the labor theory of value that A. Smith examines a person as the subject of his research, asserting that the value of goods is created by the labor of the workers who produce them. The scientist notes that the general development of a person and his mental abilities are formed in accordance with their usual occupations. Therefore, the increase in labor productivity is carried out at the expense of limiting the functional life activity of a part-time worker. The theoretical heritage of the English classics is joined by the teachings of K. Marx, who, using the assets of his predecessors, defines almost all factors of the formation of the value of the labor force (education, experience, standard of living, historical and moral elements, etc.) [1, p.12].

With the beginning of the industrial revolution in the second half of the 18th century, which laid the foundations of industrial society, human relations in collectives are developing. The emergence of capitalism changes the role of man, as he acquires legal freedom, the development of creative potential in accordance with the requirements of capital. This period is defined as early technocratism, during which the worker becomes an appendage of the machine, a person develops unilaterally, his functions are incomplete, partial and limited. The development of the technical basis of production causes corresponding changes in the nature of work. The desire to obtain maximum profit prompts entrepreneurs to hire qualified and more technically educated workers. Thanks to his individual, specific properties and initiative, a person affects labor productivity and production efficiency. The methodological basis of applied developments in the field of labor management are economic and technocratic schemes. These ideas are embodied in the concepts of: "scientific management", which is closely related to the works of F. Taylor, Frank and Lillian Gilbreth, H. Ford; "science of administration", the founder of which is A. Fayol; "ideal bureaucracy" represented by M. Weber [1, p.13].

The employee as a constituent element of the technological process is the starting point of the theory of the founders of the school of "scientific management", the main direction of which was the improvement of the production process through the analysis of labor operations aimed at increasing labor productivity. Practically simultaneously with the development of the concept of "scientific management", the concept of "scientific administration" appears. Its appearance is connected with the development of the theory of bureaucratic organization, according to which the employee is considered because of his formal role in the enterprise [1, p.13].

In the concept of A. Fayol, the main approaches to the construction of the organizational structure of the enterprise, which was called linear-functional, as well as general principles of management, were formulated. A bright representative of the administrative school of management is also the German scientist M. Weber, who developed a normative model of a rational bureaucracy, which contains the following principles: a clear division of labor; management hierarchy; the presence of formal rules and regulations; the spirit of normal impersonality; hiring in accordance with the qualification requirements of this position [1, p.14].

In general, the stage of formation of the schools discussed above can be qualified as passive personnel management. The mechanized production of the first two thirds of the 20th century, which is based on the social division of labor, anchors a person to a certain labor operation and limits his development. Management of an employee as an impersonal official is considered one of the most important levers for ensuring the orderly functioning of the entire management system of the organization. However, with the development of production automation, management functions are also evolving, which require the workforce to have significant knowledge, experience, responsibility, and the dominance of mental and rational components in work [1, p.14].

The human factor becomes the leading element of productive forces, which develops according to its laws and, according to the degree of development, influences the productivity of production, enriching the process of human resources management with

knowledge. The revaluation of the role and importance of man in the production process is facilitated by a number of objective conditions: under the influence of the scientific and technical revolution, comprehensive automation of production is unfolding, which requires significant technical knowledge of employees, the ability to make decisions and take responsibility for the results of their activities; the labor change law enters into force, which improves the labor force and promotes the spread of cross-cutting professions, in connection with this, the employee becomes versatile and able to combine the performance of specialized work; gradual performance by the employee of the functions of management, control, regulation of complex equipment and technological processes; separation of managerial activity (management) into an independent object of research; actualization of the social factor of production (new motives for work, participation of employees in the development of the company, ensuring socially determined justice); growth in the share and absolute number of workers in the service sector, especially in the five-year sector comprising managerial, business, professional and personal services.

At the turn of the 20s and 30s, a behavioral (humanistic) paradigm of personnel management was born and developed, based on the achievements of sociology and psychology in the field of economic behavior of the individual. The first researchers lay the foundation for the humanization of work, introduce management mechanisms that gradually transform the role of a person in the organization's functioning system. One of the most important provisions of this school is the concept of a "participatory (participatory) system" of management (from the English "participation" - participation), which changes the "classic" direction of the "authoritarian system" of control and management and is aimed at the formation and implementation of vertical management, in in which employees can also participate. At that time, the concept of "human resource management" was developed in the scientific field [1, p.15].

In the late 1920s, the American sociologists E. Mayo and F. Roethlisberger put forward the theory of "human relations", the essence of which is that labor productivity depends not only and not so much on the methods of organizing production, but on how

managers treat performers, that is, from a human, not a mechanical factor. The initial stages of the development of such an approach are called humanistic technocratism, which assumed an attitude towards a person as such, but unified, impersonal, without taking into account the individual interests of everyone [1, p.15]. One of the first American psychologists who picked up the ideas of E. Mayo was A. Maslow, who in 1943 put forward a theory according to which a person works to satisfy his own needs, which are divided into primary and secondary and form a certain pyramid in their totality.

In 1960, the American scientist D. McGregor criticized the principles of Taylorism and singled out typical models for explaining human behavior ("X" model and "Y" model). Ch. Barnard is considered the founder of modern behaviorism in relation to management. Prominent researchers M. Wartman and F. Lutens identified the main results of the behavioral school: conceptual - formulation of concepts and explanations of individual and group behavior in the organization; methodological - empirical tests of these concepts in experiments or real situations; operational - establishment of actual management policies and decisions based on conceptual and methodological principles [1, p.16].

The behavioral direction of the evolution of people management becomes a priority in the field of personnel management research. Accordingly, the strategy and structure of the organization is built on the basis of taking into account human abilities. These views were developed in his writings by U. Ouchi, who proposed his own theory "Z" in order to develop theories "X" and "Y" of D. McGregor. The starting point of the concept is a person as the basis of any organization on which the success of its activities depends.

At the turn of the 1980s and 1990s, a new management paradigm was born, the essence of which is the application of a systemic approach to management, treating the enterprise as an open system, the main prerequisite for the success of which is the ability to adapt to external factors, and the most important role in this is played by personnel. As part of the system approach, researchers T. Peters and R. Waterman formulated the 7-S concept, which described a system of seven, in their opinion, the most important elements for the development and effective functioning of the organization [8, p.65]. A new paradigmatic

orientation determined the development of P. Drucker's concept of management [8, p. 66] - "management by goals", "self-governing labor collective", which include the tools of democracy in the system of labor collective management. The works of well-known theoreticians who had practical experience in corporate management exerted a significant influence on the formation of the concept of strategic personnel management. The leading expert on these issues, I. Ansoff, defines the main principles in his theory [8, p. 66]: management taking into account predicted changes in the external environment; adaptability of management in conditions of strategic surprise. Under the influence of the concepts of "strategic management" and "evolutionary development", the modern concept of "strategic management of human resources" is being formed, the basic provisions of which contain humanistic ideas taking into account the latest information and organizational technologies.

Analysis of trends in paradigm changes and concepts of personnel management allow us to draw the following conclusions: the vector of movement from the technocratic paradigm to the humanistic paradigm is traced; the evolution of the management design mechanism takes place in the direction of prospective use of human resources; since the 1990s, active personnel management has been emerging in companies of industrialized countries, which combines rationalistic and behavioral management approaches, giving priority to the latter direction; the transformation of conceptual ideas feels a certain influence of past experience, which is modernized under the influence of scientific and technological progress; the development of paradigms and concepts of personnel management occurs in a spiral manner, since new ideas and principles contain elements of the basic provisions of the previous round.

Therefore, the creation and functioning of an effective management system of the organization should be based on the establishment of optimal conditions for the development of organizational-economic, social-psychological and legal relations between the subject and the object of management.

In general, the concept of "management" is ambiguous, theoretically and methodologically debatable in foreign and domestic science. The definitions do not exhaust

all the diversity of approaches to the interpretation of the "management" category, but only focus attention on the main conceptual provisions of its content.

Different interpretations of the concept of "personnel management" are known in the scientific literature. In particular, the famous English economist Michael Armstrong notes that personnel management is "a strategic and consistent approach to managing the organization's most valuable assets - people who work in it and make individual and collective contributions to achieving its goals, supporting the company's constant competitive advantage"[21, p. 212].

Other researchers, George Milkovich and John Boudreau, suggest considering personnel management as "a series of decisions in the field of relations with employees that affect the effectiveness of employees and the organization as a whole" [1, p.18].

It should be noted that the comparison of the concepts of "management" and "management" is problematic in scientific circles. Many scientists in the field of management are in the process of formulating their own view on defining the differences in these concepts. In general, there are two main approaches to defining the essence of these concepts in modern scientific literature. The first approach is that some researchers equate these concepts. Proponents of the second approach distinguish these categories and generally believe that "management" is a broader concept than "management".

We believe that the second approach, which provides an argument regarding the comparison of the studied concepts, is more justified. After all, management, unlike management, has a more diverse nature of its manifestation and can be manifested in the following areas:

- biological (management of biological phenomena, systems and their interaction - studied by natural sciences);
- technical (management of mechanisms and technological processes, etc. - studied by technical sciences);
- social (management of people, groups of people, society, etc. - studied by social and management sciences).

Thus, Human resource management (HRM) is the process of employing people, training them, compensating them, developing policies relating to them, and developing strategies to retain them [13, p. 337].

This is a systematic, systematically organized influence through a system of interconnected organizational, economic and social measures aimed at creating conditions for normal social development and using the potential of the workforce at the organizational level.

The implementation of managerial powers in the field of personnel management should be based not only on the art of management of managerial personnel, but also be based on scientific principles, the research of which has developed rapidly during the last century. An important aspect of the quality of personnel work is the choice of personnel development models as an important element of competence formation, raising the educational, professional, intellectual and creative level of employees in the context of moving to the information economy, where these qualities are competitive advantages in the labor market and create all the opportunities for self-improvement.

The scientific toolkit of personnel management is based on the use of a set of certain principles that are closely related to laws, but objectively do not exist in nature, are created in the process of systematizing knowledge. The principles must correspond to the general concept of management and its constituent elements: goals, methods, means and effects, as well as the rules of action of the subject and object of personnel development management [13, p. 55].

There are many principles of management, but under all conditions, personnel management is carried out on the basis of the following traditionally established principles in organizations: scientificity, centralism, planning, the first person, unity of command; selection, selection and placement of personnel; a combination of unity of leadership and collegiality, centralization of ideas of realization; linear, functional and target management, decision implementation control, etc. A number of American and Japanese corporations widely use the following principles of personnel management: lifelong employment, task

performance control, based on trust; combination of such control with corporate culture; consensual decision-making, mandatory approval of decisions made by the majority of employees.

It is known from management theory that the functions and tasks of management in general and of personnel are personally determined by its goals. In the modern theory of personnel management, two groups of goals are distinguished: organizational and personal. The concepts of "economic efficiency" and "social (personal) efficiency" are often used to characterize the goals of personnel management. At the same time, the economic efficiency of personnel management is understood as the achievement with minimal personnel costs of the organization's goals — economic results, stability, high flexibility and adaptability to a constantly changing environment; social efficiency — as the satisfaction of the interests and needs of employees (paying for work, its content, the possibility of personal self-realization, satisfaction with communication with colleagues, etc.) [15, p. 87].

Personnel management functions are the main directions of this type of activity, focused on meeting the defined needs of the organization.

Functions determine the type of managerial activity, regardless of the place of their manifestation, that is, from the enterprise, the nature of its activity, location, scale of activity, etc. Among the general functions of management, planning, organization, management, motivation and control can be distinguished. Focusing on the problem under investigation, these functions must be performed at all levels, if we are talking about management, but in the context of personnel development management, we are more interested in specific functions that determine the direction of a person's work on a certain object.

Let's distinguish the specific functions inherent in the management of the organization's labor resources:

1. The function of determining the organization's need for personnel: planning the qualitative need for personnel; the choice of methods for calculating and planning the quantitative need for personnel.

2. Staffing function: obtaining and analyzing marketing (in the field of personnel) information; development and use of tools to meet personnel needs; personnel selection, its business assessment.

3. The function of using personnel: determining the content and results of work at workplaces; industrial socialization; introduction of personnel, their adaptation in work; arrangement of workplaces; ensuring labor safety; release of personnel.

4. Personnel development function: career planning and implementation and official transfers; organization and training.

5. The function of motivating work results and personnel behavior: managing the content and process of motivating work behavior; conflict management; the use of monetary incentive systems: payment of labor, participation of personnel in the company's profits and capital; use of intangible incentive systems: group organization and social communications, style and methods of management, regulation of working hours.

6. The function of legal and information support of the personnel management process: legal regulation of labor relations; personnel accounting and statistics; informing the team and external organizations on personnel issues; development of personnel policy [21, p. 448].

Today, more and more enterprises understand the importance of introducing the necessary changes and taking into account the human factor during the development of goals and employee reward systems. Today, humanity is faced with a large number of global challenges that cannot be eliminated without the widespread application in practice of new innovative human resource management technologies and new HR- approaches

Modern innovations in the field of personnel management are aimed at solving the following tasks: increasing the level of receptivity and the ability of personnel to adapt to changes; increasing the productivity of the staff; effective training and professional development of personnel, as well as their development; incentive for employees to come up with creative ideas; improving the quality of working life; creation of a creative environment at the enterprise, as well as improvement of the socio-psychological climate in

the workforce; directing the activity of managers to the development of abilities and skills, and not to the performance of routine work; increasing team cohesion; concentration of attention on the interests of not only the enterprise, but also the employees [17, p. 66].

Currently, it is alternative forms of employment of workers that are becoming more and more common in the economy, which is indicated by such a trend. The workforce is changing rapidly. In the US, Europe and India alone, about 77 million people work as freelancers. More than 40% of US workers are employed through so-called alternative employment (temp, gig, and part-time), and this number is steadily increasing. Thus, the traditional relations of the "employer-employee" format recede into the background [17, p. 67].

Employers have the opportunity to quickly hire workers or outsource certain services, but new challenges are also emerging. The first problem is related to the ability to find the right number of the right workers to complete the task at a specific time. The second problem appears to be that not all workers have the same views on what the relationship between employers and workers should be.

The next trend is new reward systems. Today, a large number of organizations are experiencing a transition to a new system of employee compensation, namely from a strictly standardized to a highly personalized one. With the correct implementation of the new system, the organization can gain a significant competitive advantage. This raises the question of what is wrong with reward systems. The fact is that the existing reward programs have three main parameters that do not take into account the interests of workers. First, employees respond better to programs that provide salary increases, bonuses, and other incentives more often than once a year, as defined by a traditional pay system. Secondly, top managers of organizations do not seek to better understand the interests of employees. Compensation programs are more targeted at traditional workers and provide traditional types of benefits (sick leave, health insurance, etc.). Thirdly, a large number of employees believe that their work is evaluated unfairly [14, p. 5].

The next trend shows that today the skills of owning technical devices are gradually losing their significance. The demand for experienced specialists from various fields of activity, who are able to work with equipment to provide quality services, is increasing on the market. So, for example, in such fields as trade and health care, the use of human labor is foreseen, which can be successfully supplemented by the work of machines. Instead of the STEM concept (it combines knowledge from four fields, such as mathematics, science, technology and engineering), a new STEAM concept is emerging (a new important element is the humanities) [14, p.6].

The next trend is the expansion of the framework of the traditional "working age". Another challenge for organizations is the global aging of the population. Some experts believe that thirteen countries will have "extremely old" populations, meaning that more than one in five people will be over 65. These countries include Great Britain, USA, Germany, France, Japan and South Korea.

Analysts predict that by 2030, 60% of the world's population over 65 will live in Asia. The problem is exacerbated by the fact that the birth rate in almost all developed countries is lower than the replacement rate [14, p. 7].

Therefore, such countries need to hire workers from abroad or attract older workers. Many companies are beginning to look differently at older workers and understand that they are a competitive advantage. More than 80% of American employers consider employees age 50 and older to be a valuable mentoring resource. Such employees are time-tested and dedicated to their work [14, p.8].

The UK government is encouraging employers to recruit and retain older workers. In this way, the principle of lifelong development is supported and it also helps to reduce loneliness and social isolation. Older workers are a real asset to organizations because they can act as mentors or coaches for the younger generation, and later make way for young and ambitious workers.

However, it is necessary not to forget about the challenges that arise before organizations that involve older workers in their work:

- 1) specially equipped workplaces are needed for such workers;
- 2) older workers often receive a higher salary due to a long work experience, which can worsen relations with younger workers;
- 3) there is a need to create a new reward system for older workers, more flexible pay programs.

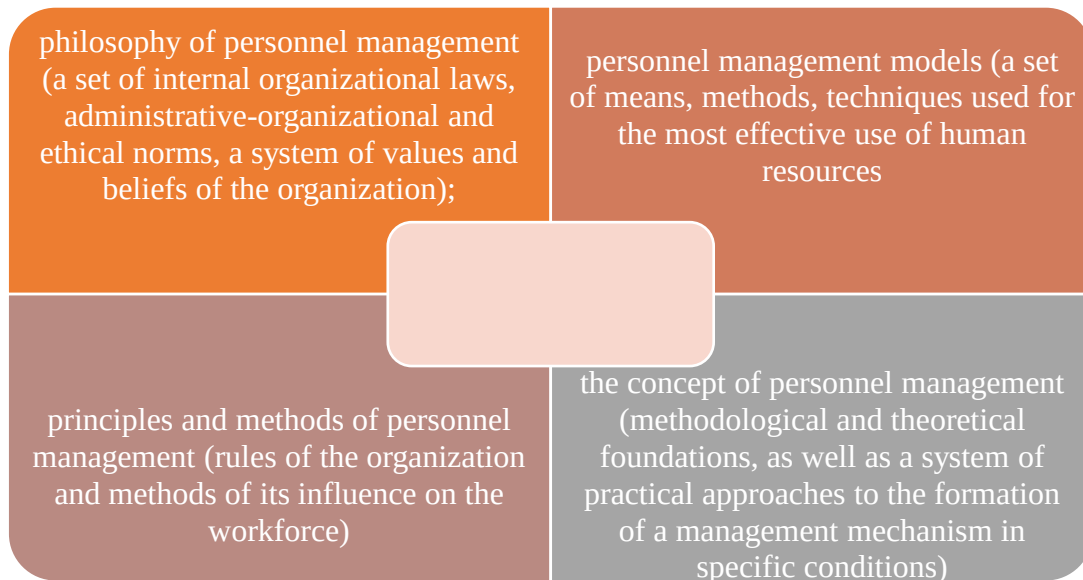


Figure 1 - The main components of personnel management methodology. Source: developed by author.

The next trend is to create welfare programs for staff. The advent of the digital era became the reason for the transition of enterprises to a continuous mode of operation. More than 40% of employees noted that they feel stressed, which negatively affects the health and productivity of the company's workers. Hourly workers complain about inflexible schedules, office workers are annoyed by an endless number of e-mails that do not allow them to rest even after work.

Building personnel management based on a modern approach is primarily a balanced combination of human resources, institutional transformations of the organization and its continuous adaptation to changes in the internal and external environment. The formation,

functioning and development of personnel management should be based on the application of modern methodological approaches.

CHAPTER 2

ASSESSMENT OF THE LABOR RESOURCES MANAGEMENT SYSTEM OF THE ENTERPRISE ON THE EXAMPLE BAIDU ONLINE NETWORK TECHNOLOGY

2.1 General characteristics of the enterprise Baidu Online Network Technology

Baidu Online Network Technology Co., Ltd., commonly known as Baidu, is a Chinese multinational technology company with a strong presence in various fields, including Internet search, artificial intelligence, autonomous driving, and cloud services. Baidu is widely recognized as the oldest yet most effective application in the Internet search industry. Founded in 2000 by Robin Li and Eric Xu, the company developed the Baidu search engine, which quickly became the dominant search platform in China. Today, Baidu remains one of the most popular search engines in the world, offering information search services on the Internet [23].

Baidu has made significant investments in artificial intelligence (AI) research and development. The company's AI initiatives include natural language processing, speech recognition and machine learning. Baidu's deep learning platform, known as PaddlePaddle, is open source and widely used in the AI community. The company's AI research has led to innovations in autonomous vehicles, language processing, and more [23].

Zuoyebang's direct business is currently leading the education industry. There are many internal and external PCs behind it. The decisive factor is whether to improve the quality of education like the traditional education giants and prove to the outside world that the internal traffic of Zuoyebang APP is really valuable to the business class. Online education companies are branching out from the Internet into different industries, and they have to face a "conflict of priorities" in the development process. Zuoyebang made it clear

that this organization is first and foremost an education company, and second is a technology company.

Table 2 - General characteristics of the platform over the years of its existence. Source: developed by author.

2014	Zuoyebang was founded as a homework help app, initially focusing on providing solutions and explanations for students' homework questions.
2015	By the end of its first year, Zuoyebang had attracted around 10 million registered users. The platform's ability to quickly provide answers to students' questions gained popularity among middle and high school students.
2016	The user base grew to approximately 30 million registered users. Zuoyebang expanded its offerings to include live-streaming classes and educational content, attracting a wider audience
2017	Zuoyebang reached 50 million registered users. The platform introduced more interactive features and expanded its course offerings, including more subjects and grade levels.
2018	The number of registered users surged to 120 million. Zuoyebang secured significant funding, allowing for further expansion and technological improvements.
2019	By the end of 2019, Zuoyebang had 170 million registered users and over 50 million monthly active users. The platform's expansion into rural areas and its focus on personalized learning contributed to this rapid growth.
2020	The COVID-19 pandemic led to a substantial increase in demand for online education. Zuoyebang's user base grew to 400 million registered users, with over 100 million monthly active users. The platform provided free access to many of its resources during school closures, further boosting its popularity.
2021	Zuoyebang reported having over 500 million registered users and 170 million monthly active users. The company continued to innovate, introducing AI-driven personalized learning tools and expanding its live class offerings.
2022	The user base exceeded 600 million registered users. Zuoyebang's comprehensive educational ecosystem, including homework help, live classes, and test preparation, attracted a broad range of students from primary to high school levels.
2023	Zuoyebang maintained its position as one of the leading online education platforms in China, with over 700 million registered users. The platform's monthly active users remained stable at around 200 million. Zuoyebang continued to focus on technological innovation, including the integration of virtual reality (VR) and augmented reality (AR) into its learning experiences.

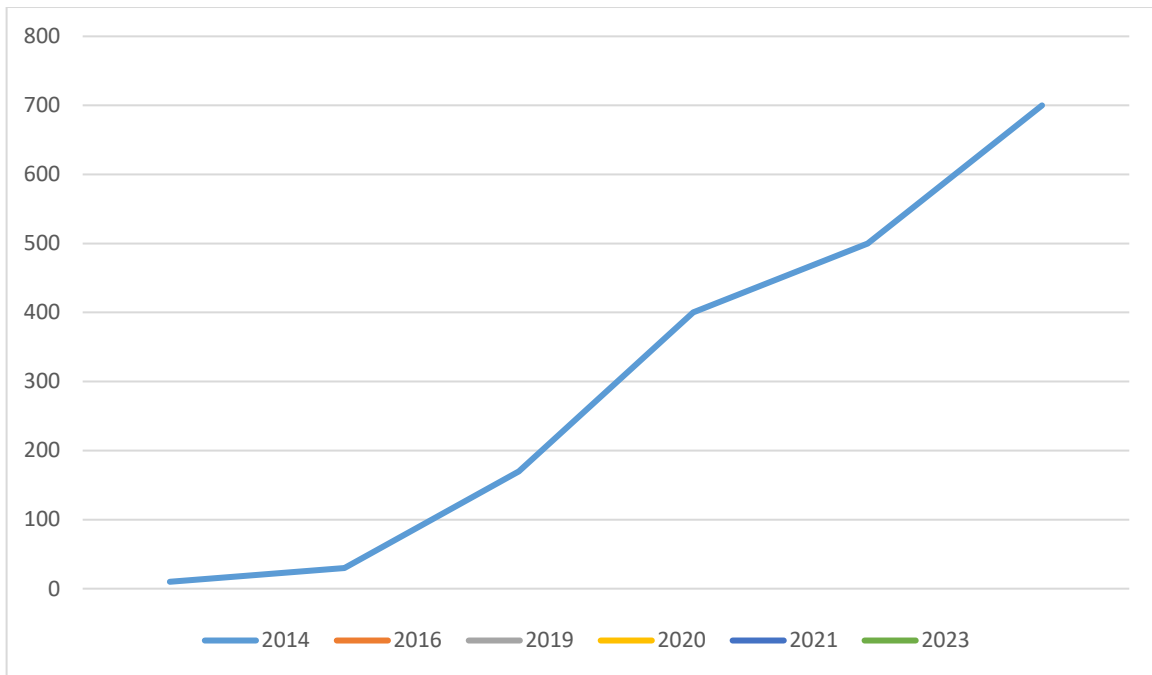


Figure 2 - Key statistics summary of the users (2014-2023). Source: developed by author.

Today, 50%-70% of new students in regular priced Zuoyebang courses each quarter come from internal traffic. In fact, the company has a dedicated team that has invested several years in traffic analysis and worked hard to find a way, which is a very difficult task Team judgment and patience.

Zuoyebang has successfully raised substantial amounts of capital through multiple funding rounds, attracting investments from prominent venture capital firms and strategic investors.

1. Early Years (2014-2016): Initial revenue was modest, primarily derived from premium subscriptions and advertising.
2. Mid Growth Period (2017-2019):
 - 2017: Annual revenue was estimated at around \$100 million.
 - 2018: Revenue increased to approximately \$250 million, driven by the expansion of live classes and personalized learning tools.

2019: Revenue exceeded \$500 million as Zuoyebang diversified its revenue streams, including course fees, premium content, and online tutoring services.

3. Recent Years (2020-2023):

2020: The pandemic significantly boosted revenue, which reached around \$1 billion due to increased demand for online education and expansion into rural areas.

2021: Revenue grew to approximately \$1.5 billion as Zuoyebang continued to enhance its offerings and expand its user base.

2022-2023: Revenue maintained a strong growth trajectory, estimated at around \$2 billion annually, with a continued focus on premium services, AI-driven learning tools, and international expansion.

Table 3 - Zuoyebang's revenue. Source: developed by author.

2014	Zuoyebang raised initial seed funding to develop its platform.
2015	In its Series A round, Zuoyebang raised approximately \$60 million from investors like Sequoia Capital China.
2017	Zuoyebang secured \$150 million in Series B funding led by GGV Capital and Xiang He Capital.
2018	In its Series C round, Zuoyebang raised \$350 million from investors such as Coatue Management, Goldman Sachs, and Sequoia Capital China.
2019	Zuoyebang's Series D funding round brought in \$500 million from investors including SoftBank Vision Fund, Sequoia Capital China, and Tiantu Capital.
2020	In Series E, Zuoyebang raised \$750 million, with significant investments from Tiger Global Management, SoftBank Vision Fund, and Qatar Investment Authority.
December 2020	Zuoyebang completed a \$1.6 billion Series F funding round, led by investors such as Alibaba Group, Tiger Global Management, SoftBank Vision Fund, and Sequoia Capital China. This round significantly boosted the company's valuation.

Zuoyebang's financial success underscores its ability to attract significant investment, generate substantial revenue, and achieve a high market valuation through continuous innovation and expansion in the online education sector.

Baidu's market position as the leading search engine in China has been built over decades of strategic growth, technological innovation, and adaptation to the evolving digital landscape. Despite facing increasing competition, Baidu has maintained a market share of approximately 65-70% as of 2024, reflecting its ability to remain a dominant player in China's search engine market.

1. Early Growth (2000-2010):

Founding and Initial Success: Baidu was founded in 2000 by Robin Li and Eric Xu, quickly positioning itself as a major player in the Chinese search engine market. By 2005, Baidu had become the leading search engine in China, surpassing competitors like Google China and Yahoo! China.

2005 IPO: Baidu went public on NASDAQ in August 2005, raising \$109 million. This IPO was a significant milestone that boosted its financial capacity to expand and innovate.

Market Share (2005): By 2005, Baidu held around 33% of the search engine market share in China, growing rapidly due to its focus on local language search capabilities and understanding of the Chinese market.

2. Dominance Established (2010-2015):

Google's Exit (2010): In 2010, Google significantly reduced its operations in China due to censorship issues, redirecting its Chinese site to Hong Kong. This exit allowed Baidu to capture a much larger portion of the market.

Market Share (2010): Baidu's market share surged to about 70% by 2010, becoming the uncontested leader in the Chinese search engine market.

Expansion into Mobile: As mobile internet usage in China grew, Baidu adapted by developing its mobile search app and acquiring companies like 91 Wireless to enhance its mobile presence. By 2013, Baidu controlled about 80% of the mobile search market in China.

3. Diversification and Continued Leadership (2015-2020):

AI and Big Data Integration: From 2015 onward, Baidu heavily invested in AI and big data technologies to improve search algorithms, enhance user experience, and target advertisements more effectively.

Market Share Stability (2015-2020): Despite increasing competition from emerging players like Sogou and the rising popularity of social media platforms (such as WeChat for content discovery), Baidu maintained a stable market share of around 70% during this period.

4. Recent Developments (2020-2024):

Competition and Innovation: In recent years, Baidu has faced challenges from alternative search engines and the growing influence of platforms like ByteDance's Toutiao. However, Baidu has responded by further integrating AI, improving its mobile ecosystem, and expanding into smart devices.

Market Share (2023-2024): as of 2023-2024, Baidu holds a market share of approximately 65-70%, indicating slight declines due to competition but still retaining a dominant position as the leading search engine in China.

AI-Powered Search: the integration of AI and machine learning into Baidu's search platform has allowed the company to maintain its leadership, with AI now playing a critical role in search rankings, content personalization, and advertising.

Let's consider the development of Baidu's market position.

1. Search engine market share:

2005: Baidu held around 33% of the search engine market in China, becoming the leading search engine by overtaking competitors like Google China.

2010: Following Google's exit from China, Baidu's market share surged to approximately 70%, solidifying its dominance.

2015-2020: Baidu maintained a stable market share of around 70%, even as competition from alternative search engines and content discovery platforms increased.

2023-2024: Baidu currently holds a market share of approximately 65-70%, indicating a slight decline but still maintaining its position as the leading search engine in China.

2. Advertising market share:

2023-2024: Baidu's share of China's digital advertising market is approximately 15%. This market share places Baidu in a competitive position with major rivals Tencent and Alibaba, who also hold significant shares in the digital advertising space.

3. Cloud market position:

2023-2024: in China's cloud computing market, Baidu ranks fourth with a market share of around 8-10%. Baidu's cloud services are positioned behind leading players such as Alibaba, Tencent, and Huawei, who dominate the market.

Zuoyebang, as a major player in the online education sector, uses several conflict management techniques to deal with various disputes and challenges that arise in its operations.

1. Clear communication channels:

- internal communication platforms: using tools like slack, microsoft teams, or proprietary platforms to facilitate clear and open communication between employees.
- regular meetings: conducting regular team meetings, department reviews, and face-to-face meetings to resolve issues and prevent misunderstandings.

2. Conflict resolution training:

- employee training programs: training for employees and managers on conflict resolution methods, active listening and negotiation skills.
- workshops and seminars: organization of seminars aimed at team building and joint problem solving.

3. Mediation and facilitation:

- third-party mediators: engaging neutral third-party mediators to facilitate discussions and objectively resolve conflicts.
- internal mediators: training selected employees or hr personnel to act as internal mediators in conflict situations.

4. Complaint handling procedures:

- formal grievance policy: create a clear and accessible grievance policy that describes the steps employees can take to report and resolve conflicts.

- anonymous reporting: providing channels for anonymous reporting of concerns to promote transparency and protect whistleblowers.

5. Joint problem solving:

- joint problem-solving sessions: encouraging conflicting parties to participate in joint problem-solving sessions to identify core issues and develop mutually acceptable solutions.

- brainstorming and consensus building: using brainstorming sessions and consensus building techniques for collaborative conflict resolution.

6. Employee Assistance Programs:

- support services: provision of eap services that provide employees with access to counseling and support for personal and work related issues.

- stress management programs: implementing programs to help employees manage stress, which can reduce the likelihood of conflicts arising from workplace pressures.

7. Performance and feedback systems:

- regular performance reviews: conduct regular performance reviews and feedback sessions to resolve performance conflicts and set clear expectations.

- 360-degree feedback: implementing 360-degree feedback systems to provide a comprehensive understanding of employee performance and engagement.

8. Conflict management policy:

- code of conduct: establishing a code of conduct that defines acceptable behavior and conflict resolution procedures.

- conflict resolution policies: develop specific policies that outline procedures for resolving various types of conflict, including interpersonal disputes, performance issues, and ethical issues.

9. Involvement of management:

- active leadership: encouraging leaders and managers to actively participate in conflict resolution and model effective conflict management behaviors;

- open door policy: promoting an open door policy where employees feel comfortable raising concerns directly with their supervisors or senior management.

10. Technology and tools:

- conflict management software: using software designed to track and manage conflicts, ensure timely resolution and documentation.
- data analysis: analyze conflict-related data to identify patterns and proactively address systemic issues.

Zuoyebang has been a transformative force in China's education technology sector, making education more accessible and personalized for students. Its impact on the educational landscape, combined with the challenges it faces, reflects the broader changes taking place in education in China and around the world.

Baidu envisions a future where artificial intelligence will be seamlessly integrated into various aspects of everyday life. The company's ambitious goal is to make artificial intelligence accessible and useful for everyone, with applications ranging from autonomous vehicles and healthcare to education and entertainment. This vision underscores Baidu's commitment to creating a more AI-driven and connected world.

Artificial Intelligence (AI) has become a transformative force in today's technology landscape, and China's Baidu Online Network Technology, better known as Baidu, is at the forefront of AI innovation.

Baidu's roots in the technology industry lie in its search engine, which has evolved to incorporate artificial intelligence to improve search results. Artificial intelligence algorithms increase the accuracy of search queries by making them more context-sensitive, which provides more relevant results. Additionally, AI plays a critical role in content recommendations, helping users find personalized content efficiently.

Baidu has invested heavily in natural language processing, a subfield of artificial intelligence, to improve user interaction with its platforms. The development of voice recognition, chatbots and virtual assistants allows users to naturally communicate with their

devices. Baidu's NLP technology supports conversational AI applications, enriching user interaction.

Baidu has made significant contributions to the field of deep learning, an important component of AI. The company's open-source deep learning platform PaddlePaddle enables developers and researchers to build artificial intelligence models for applications ranging from image recognition to natural language understanding [23].

Baidu's AI technology has invaded the healthcare sector. The company's AI algorithms are used in medical imaging for early detection of diseases, including cancer. AI helps radiologists detect abnormalities during scans, increasing diagnostic accuracy and improving patient care.

Baidu's influence extends beyond China as it actively collaborates with international organizations and researchers. This cooperation allows Baidu to contribute to the development of artificial intelligence technology and its application on a global scale. The company opened research centers in Silicon Valley, focusing on AI research.

Baidu, like many other companies working on artificial intelligence, faces challenges and ethical considerations. These include issues related to data privacy, transparency of algorithms, and potential biases in AI systems. Baidu is actively working to address these issues and improve its AI technologies in accordance with responsible AI practices.

Therefore, Baidu Online Network Technology's commitment to artificial intelligence has strengthened its position as a global technology leader. AI is powering many aspects of the company's operations, from improving search and recommendation systems to transforming industries like autonomous driving and healthcare. Baidu's investments in open source AI platforms, international collaborations and ethical AI practices reflect its commitment to responsibly develop the technology and share its benefits with the world. As Baidu continues to innovate, it will undoubtedly play a significant role in shaping the future of AI and its applications on a global scale.

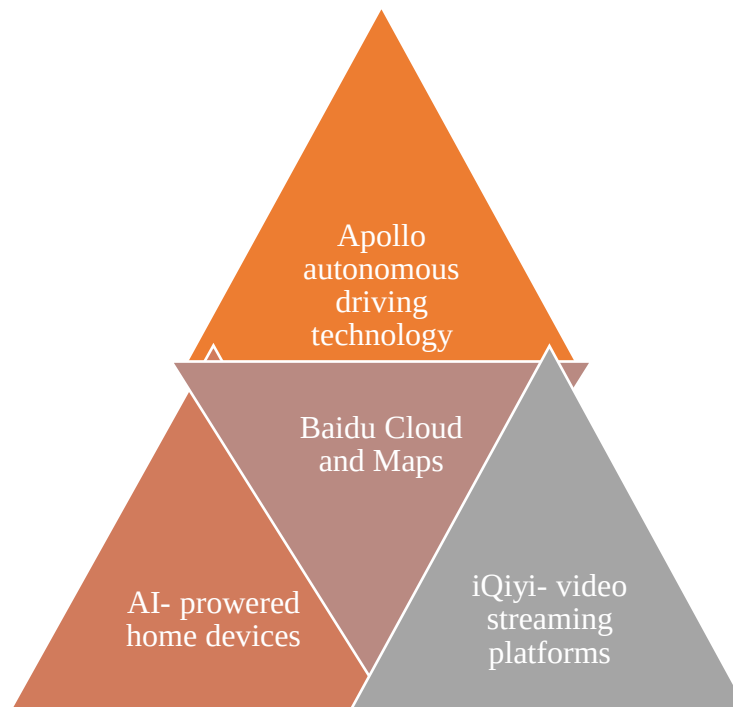


Figure 3 - Baidu's main inventions. Source: developed by author.

Baidu is a leading player in the development of autonomous vehicles. Its autonomous driving subsidiary Baidu Apollo provides an open source platform for autonomous driving technology. The company is actively testing autonomous vehicles and has partnered with various automakers to advance the development and deployment of self-driving cars [3].

Autonomous driving technology promises to revolutionize transportation by making roads safer, reducing congestion, and enabling greater mobility for people. Baidu recognizes the importance of autonomous driving and aims to pioneer the development of this transformative technology.

At the heart of Baidu's autonomous driving initiatives is the Apollo autonomous driving platform. This open source platform offers an end-to-end solution for autonomous driving that includes software, hardware and data resources. This allows developers to rapidly build and test autonomous driving systems, facilitating collaboration and knowledge sharing within the autonomous driving community.

Baidu's autonomous driving technology is not limited to China. The company is actively testing and deploying autonomous vehicles in various countries. Testing in different road conditions and in different regions provides invaluable experience and knowledge, ensuring the adaptability and safety of the technology in different real-world scenarios.

Baidu has partnered with international automakers and technology companies to accelerate the development and commercialization of autonomous driving technologies. This collaboration promotes the adoption of autonomous driving in the global automotive industry and drives innovation in the industry.

Autonomous driving is based on sophisticated technologies, including advanced sensors, computer vision and deep learning. Baidu has invested heavily in research and development to improve the perception and decision-making capabilities of autonomous driving systems. Technological breakthroughs are critical to the safety and efficiency of autonomous vehicles.

Safety is paramount to autonomous driving, and Baidu is committed to providing the highest safety standards. The company actively works with regulators and stakeholders to establish safety regulations and industry standards for autonomous vehicles. This commitment to safety is key to building public trust in autonomous driving technologies.

Baidu predicts that autonomous driving will not only revolutionize transportation, but also have far-reaching economic and environmental consequences. It has the potential to reduce accidents, increase road capacity and make transport more energy efficient, contributing to a sustainable and green future.

Baidu's ambitious vision for autonomous driving goes beyond technology. The company aims to create a safer, more efficient and more convenient transportation system that will benefit society as a whole. This vision is the driving force behind Baidu's continuous research and development.

Baidu Online Network Technology's ambitions in autonomous driving underscore its desire to shape the future of transportation. The Apollo autonomous driving platform, global testing, partnerships and technological innovation demonstrate Baidu's commitment to

making autonomous driving technology accessible and safe for everyone. As Baidu continues to lead the future of autonomous mobility, its vision and actions are aimed at transforming transportation, improving road safety, and reducing the environmental impact of the automotive industry [3].

In addition to these core strengths, Baidu has developed a diverse product portfolio that covers a wide range of technology solutions.

Baidu Cloud is the company's cloud computing division, which provides a wide range of cloud services such as data storage, content delivery and big data analytics. These services serve both individual users and enterprises, offering scalable solutions to meet the growing demand for cloud computing resources [3].

Baidu Maps, part of Baidu's product portfolio, is a popular mapping and geolocation service in China. It offers real-time navigation, location information and business listings. Baidu Maps is not just a mapping service, but a comprehensive location solution that is valuable to both businesses and users.

Baidu has a significant presence in the online entertainment industry through its subsidiary iQiyi. iQiyi is one of the largest video streaming platforms in China, offering a huge content library including TV shows, movies and original programs. This diverse offering caters to the entertainment preferences of a wide audience [3].

Baidu's Xiaodu is a smart device ecosystem spanning a range of products from smart speakers to AI-powered home devices. These smart devices use Baidu's artificial intelligence technology to offer voice control, information search and seamless connectivity for users.

Baidu Online Network Technology's diversified product portfolio demonstrates the company's flexibility and innovative prowess. Baidu has managed to stay at the forefront of technological advancements, from its roots as a search engine to its evolution into a technology hub with AI-based solutions. His contributions span a variety of industries, from cloud computing and online entertainment to healthcare and smart devices. As Baidu continues to grow and expand globally, its diversified product portfolio plays a critical role

in shaping the technology landscape, making Baidu a multifaceted technology ecosystem that caters to a wide range of user needs and preferences.

Although Baidu is headquartered in Beijing, its influence extends far beyond China. The company actively seeks partnerships and cooperation with international companies, which allows it to contribute to global technological advances and provide its products and services to a wider audience.

Baidu is a market leader in several technology sectors. Its dominance in the Chinese search engine market is well-established, and its AI capabilities and initiatives have attracted attention around the world. The company's presence in autonomous driving and cloud computing is also significant, positioning Baidu as a strong player in these areas.

Therefore, Baidu Online Network Technology is a multifaceted technology company with a rich history of innovation and market leadership. His pioneering role in the development of Internet search, artificial intelligence and autonomous driving technologies has had a profound impact on the global technology industry. The company's diversified product portfolio, global reach and commitment to sustainable development further illustrate its dynamic nature. As Baidu continues to grow and expand its reach, its characteristics such as innovation, leadership and commitment to solving challenges will continue to shape the company's place in the technology world and its contribution to the development of technology and society.

2.2 Analysis of the personnel management system at the enterprise Baidu Online Network Technology

Human resource management is an integral part of any successful organization, and Baidu Online, commonly known as Baidu, is no exception. As a leading Chinese technology company, Baidu's human resource management system is a key factor in its sustainable growth and innovation prowess.

The company's path to technological excellence begins with a rigorous hiring process that seeks top talent in areas such as artificial intelligence, machine learning and data analytics.

Baidu actively engages with educational institutions through on-campus recruiting. This approach is crucial for identifying promising talent at an early stage. Baidu's recruitment teams visit universities and colleges to identify high-potential candidates. And also to engage with academic institutions through recruitment activities to foster relationships that can lead to collaborative research and innovation in the long term.

Baidu's hiring process is known for its strict standards and comprehensive evaluation procedures. The company strives to find people with the right skills, mindset and potential.

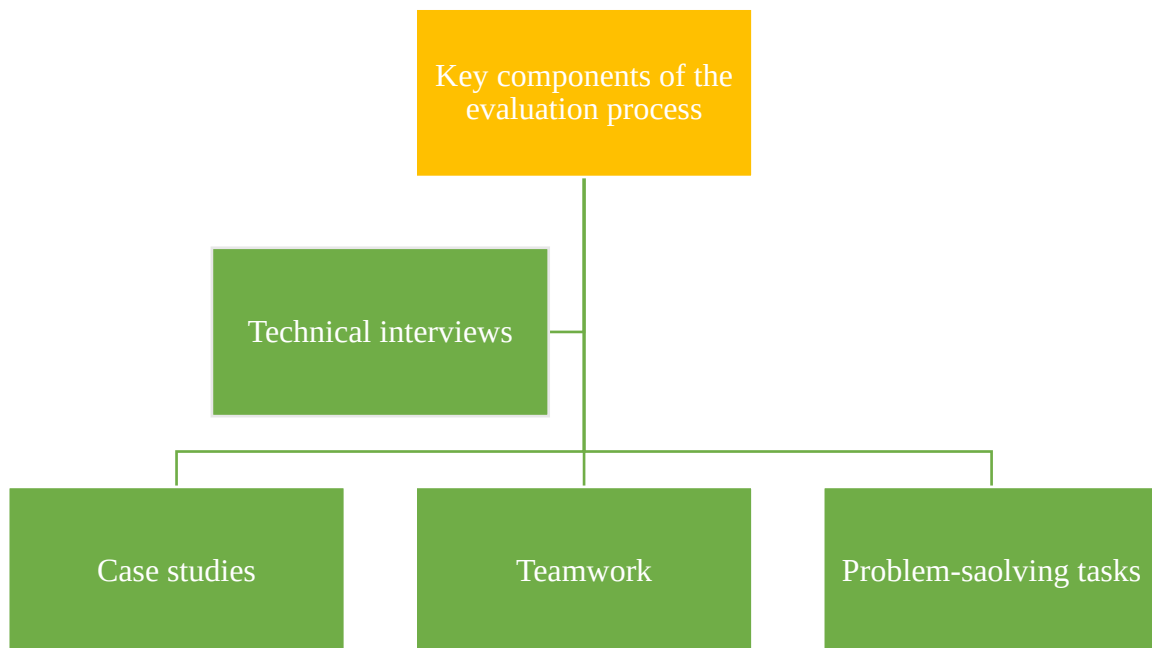


Figure 4 - Key components of the evaluation process. Source: developed by author.

- Technical Interviews: Candidates often go through several rounds of technical interviews. These interviews assess their problem-solving skills and technical competence, helping Baidu identify the most capable people.

- Case studies and problem-solving tasks: Baidu may present candidates with real-world examples or complex problems to assess their analytical and creative thinking skills. This approach assesses their ability to overcome complex tasks.

- Teamwork: Baidu often includes collaborative exercises to assess a candidate's ability to work in a team, communicate effectively and contribute positively to group dynamics [23].

Baidu recognizes the importance of cultural fit and behavioral attributes. The company evaluates candidates not only on their technical skills, but also on their fit with Baidu's values and culture. This assessment includes:

Behavioral Interviews: Candidates undergo behavioral interviews that examine their past experiences, problem-solving approaches, and their ability to work in a team and adapt to new challenges.

Cultural fit: Baidu evaluates candidates' fit with the company's culture and values, ensuring they are a good fit for the organization.

Problem Solving and Adaptability: Baidu is looking for candidates who demonstrate strong problem solving skills, adaptability and a passion for innovation.

Baidu's approach to hiring is not limited to China. The company is actively looking for talent at the international level. This global perspective promotes diversity and a wider range of perspectives within the organization. Baidu uses a variety of recruitment sources to attract international talent. These sources may include job boards, industry events and partnerships with international institutions.

Baidu's hiring process is a testament to the company's commitment to excellence and innovation. His comprehensive approach to talent acquisition ensures that Baidu continues to thrive in the competitive technology industry. As the company grows and expands its global reach, its hiring process remains fundamental to its success in a dynamic technology environment.

Talent acquisition is not just about attracting the best; this also applies to their maintenance. Baidu recognizes the importance of competitive compensation and benefits to keep employees engaged and motivated. The company offers:

Attractive salaries: Baidu offers competitive salaries to ensure that its employees are rewarded for their expertise and contributions. This encourages the best talent to stay with the company;

Comprehensive benefits: Baidu's benefits package includes health insurance, pension plans and stock options. These benefits are designed to foster long-term commitment among employees;

Professional Development: Baidu invests heavily in professional development programs, including training and certification opportunities, to help employees advance their careers and acquire new skills.

Baidu's emphasis on innovation and inclusiveness is a significant factor in talent retention. The company's personnel management system creates an environment where new ideas are not only encouraged, but welcomed. Baidu encourages employees to think creatively and take responsibility for innovative projects. This culture of innovation fosters a sense of purpose and engagement among the workforce. Baidu also actively promotes inclusivity and diversity, recognizing that diverse perspectives and experiences contribute to a dynamic and creative work environment. The company's offices are designed to promote collaboration and open communication, creating a workplace where employees can communicate and share ideas freely [3].

Talent retention goes hand in hand with leadership development. Baidu's personnel management system identifies and trains people for management positions in the company.

Mentoring Programs: Baidu offers mentoring programs that pair experienced leaders with young talent. These programs provide career guidance and support.

Leadership training: The company invests in leadership training programs to help employees develop the skills and qualities needed for leadership positions.



Figure 5 - Leadership development. Source: developed by author.

Succession Planning: Baidu is actively planning for leadership transition to ensure a continuous pool of capable executives ready to lead the organization's growth.

Baidu's approach to attracting and retaining talent is a testament to its commitment to excellence and innovation. A rigorous hiring process, competitive compensation, innovative culture, leadership development and inclusiveness have made it a global leader in the technology industry. As Baidu continues to push the boundaries of technology and expand its global reach, its talent acquisition and retention strategies will remain fundamental to its success.

Baidu's success in the technology industry is largely due to its culture of innovation. The personnel management system plays a key role in fostering this culture. Baidu actively encourages employees to think creatively, creating an environment where new ideas are welcomed and innovative projects are developed.

The rapidly evolving technology landscape requires constant learning and skill development. Baidu invests in employee training and development programs to ensure its workforce remains at the forefront of technological advancements. This approach not only benefits individual employees, but also strengthens the company's competitive advantage in the technology industry.

Baidu prioritizes employee well-being and work-life balance. The company understands that a healthy and happy workforce is more productive and innovative. Baidu offers benefits, flexible work hours and wellness programs to support the overall well-being of its employees.

Baidu's HR system is a dynamic and influential component of the company's success in the competitive technology industry. Its strategies, such as attracting talent, innovative culture and continuous learning, have made Baidu a global technology leader. The company's commitment to leadership development, global talent integration and employee well-being underscores its holistic approach to people management. As Baidu continues to grow and expand its reach around the world, its HR system will remain a cornerstone in nurturing the talent and innovation needed to thrive in a dynamic technology landscape.

2.3 Evaluation and development of personnel at the enterprise Baidu Online Network Technology

Personnel management involves the wide use of personnel evaluation results to maintain competitive employees capable of ensuring the development of the enterprise.

Personnel evaluation is aimed at identifying the potential of each employee, and based on its results, training and further development programs are drawn up.

Personnel evaluation is a purposeful process in the system of effective management, which is aimed at finding and evaluating the relevant knowledge, abilities, skills and other quality characteristics of the company's personnel to the requirements of the position or workplace. Personnel evaluation involves the comparison of certain characteristics of a person - professional qualification level, business qualities, work results - with the corresponding requirements, benchmarks. Personnel evaluation is a procedure carried out to identify the degree of correspondence of professional, business and personal qualities of an employee, quantitative and qualitative results of his work. The employee must meet the requirements imposed on him by his job duties, the content and nature of his work, and the

culture of the enterprise as a whole. Not only the potential opportunities of employees, their professional level, competence, but also the ability to realize these opportunities in the process of fulfilling assigned duties are subject to assessment [11, p. 98].

The personnel evaluation system should be based on the principles of effectiveness, i.e. ensure a high level of employee motivation; on the principles of practicality, i.e. achieving maximum convenience for those conducting the assessment and for those subject to assessment, and on the principles of comprehensibility and accessibility [11, p. 98].

Modern technologies of personnel evaluation and certification are primarily ways of increasing the return on this capital, finding ways to dispose of these corporate resources in the best way. Careful treatment of employees with high professional competence and experience should be the dominant trend of modern management [12].

Baidu uses many methods are used aimed at personnel evaluation, among them - questionnaire methods, sociological surveys, testing, etc. Let's dwell in more detail on non-traditional methods of personnel evaluation. The leading place here belongs to the "360° degree" method. Its essence is the need to collect data about the employee's actions in real work situations and identify his business qualities. At the same time, information is received from people who communicate with him at various levels: the manager, colleagues, subordinates, customers, and the appraisee himself can also be involved. Specific forms of assessment may vary, but the ultimate goal is to obtain a comprehensive assessment of the employee.

The method of assessing the achievement of goals is also quite common at Baidu company. The essence of this method is that the manager and subordinate together determine the goals of the employee's activity for a given period. Goals should be specific, realistic and time-bound.

Then an action plan is developed that defines specific steps. Achieving goals should be important both for the professional development of the employee and for improving the company's activities and ensuring its competitiveness as a whole.

Another type of non-traditional methods are psychological assessment methods. With the help of special tests, interviews, exercises, professional psychologists company can evaluate the employee. In contrast to traditional certification, the employee's potential is not evaluated (efficiency of the job), but the employee's potential. Psychological methods make it possible to achieve high accuracy and detailed assessment. Carrying out such an analysis and assessment of the company's personnel makes it possible to reveal not only its potential, but also to obtain information about self-esteem, psychological characteristics and motivation of employees.

Attestation is used at company also. In terms of content, this is a comprehensive evaluation that summarizes the idea of the employee's qualities, his work behavior and performance. Attestation is a periodic evaluation of personnel, which is carried out once every one or three years.

In order for the employee to be able to realize his opportunities, he should be provided with appropriate conditions: working conditions the applied system of payment and stimulation of creative activity, opportunities to realize the employee's expectations from work in this position and at this enterprise, etc. It logically follows from this the need to include in the evaluation of the employee and the degree of use of his potential opportunities.

The analysis should give an answer, whose fault is more that an employee who has good qualities to perform this type of activity has average results: he himself due to a lack of interest in work, a decrease in self-demand, etc. or the company due to a lack of proper conditions for highly efficient work.

Work results are the most important component of a comprehensive assessment, because, firstly, they give a certain idea about the employee's personality and work behavior, and secondly, they are evidence of the achievement of individual and organizational goals of the enterprise.

Personnel development is a multifaceted and complex concept that covers a wide range of interrelated psychological, pedagogical, social and economic problems. At the same time, it is narrower compared to the concept of harmonious personality development. The

concepts of professional personal development and personnel development are also not the same.

Personnel development is a systematically organized process of continuous professional training of employees to prepare them for the performance of new production functions, professional and qualification promotion, formation of a reserve of managers and improvement of the social structure of personnel. Personnel development is provided by measures for the production adaptation of personnel, personnel evaluation for the purpose of personnel attestation, professional career planning of workers and specialists, stimulation of personnel development, etc [21, p. 89].

The tasks of personnel development of the Baidu are:

- implementation of professional training of workers, creation of favorable conditions for efficient work of personnel by introducing a flexible system of continuous postgraduate education of workers;
- organization of production adaptation of personnel, their professional and qualification advancement for the realization of strategic management goals;
- ensuring more complete use of the employee's abilities, interests and inclinations, his educational and professional potential for the introduction into practice of innovations, high technologies and thus increasing the flexibility of the organization, its competitiveness on the market;
- conducting personnel evaluation, applying the evaluation results during production adaptation, employee certification, ensuring the relationship of certification with the strategy of managing the competitiveness of the organization's personnel;
- the formation of a positive attitude of the staff towards the organization and its management as a result of purposeful planning of the work career of employees, effective material and non-material stimulation of their development, increasing the prestige and attractiveness of the organization among the youth and other population groups.

Effective functioning of the personnel development system is possible if all its elements work harmoniously on the basis of basic principles, as well as if the goals of the

development of the organization and the individual employee are brought together as much as possible. Therefore, there is a need to organize and manage employee development processes. Management of personnel development is the development and implementation of measures aimed at achieving the required level of qualitative characteristics of employees (knowledge, skills, experience, motivation, and other competencies and competences) in accordance with the organization's development strategy.

Taking into account the latest trends in the practice of personnel development and theoretical developments in this area, the following should be distinguished among the main areas of personnel development of organizations: organizational development; support of change processes; professional development; coaching and mentoring; personnel training; certification training; career planning.

Organizational development is the formation of a corporate culture, a team of employees who share and profess the values of the organization, as well as conditions in which development will become a human need, a kind of organizational norm. This type of staff development is quite difficult, since each employee as an individual has his own value norms and rules of behavior when working in general and with other people in particular. Therefore, the construction of the organizational culture of the enterprise should be carried out by the top management in close cooperation with the staff. Firstly, the goals of organizational development should be clearly and easily explained, and secondly, the place and role of each employee in it [22, p. 67].

Support of change processes is an area of personnel development related to personnel preparation for possible changes in the organization's activities and participation in them. Baidu identifies three goals of supporting change processes:

- change of attitude towards work;
- modification of behavior in the direction required for the organization;
- stimulation of changes in the structure of the enterprise and personnel management policy.

Professional development is an area related to the training of employees to perform new functions, occupy new positions, and solve new problems. In large multinational

organizations, there are special professional development departments headed by a manager at the rank of director or vice president, which emphasizes their importance to the organization.

Coaching is a way of discovering the hidden resources of the company, its employees and managers. In the era of economic globalization, many international corporations have chosen "coaching" as the main means of competition. The main task of coaching is not to offer ready-made knowledge and skills, but to stimulate self-learning, so that in the process of activity the employee learns to independently solve problems and find possible ways to solve them.

Mentoring is an area of staff development that involves using Baidu's employees to demonstrate the performance of various procedures and jobs to new employees. After the demonstration stage, there is a stage of independent activity under the supervision of a mentor. Then the employee is allowed to work at a specific workplace in the organization. The purpose of mentoring is to assist employees (interns) in their professional development.

In the Baidu, professional training is a complex continuous process that begins with the identification of training needs, which are formed on the basis of the development needs of the organization as a whole, as well as the need for employees of the organization to fulfill their current and future production duties.

Based on the analysis of identified needs, it is necessary to formulate the goals of each training program. The goals of professional training should be: concrete and specific; oriented to the acquisition of practical skills; such as can be evaluated (measurable).

Baidu company uses:

Advanced training – training of personnel with the aim of improving knowledge, skills and abilities in connection with increasing the requirements for the profession or promotion in the position. Professional development should be comprehensive in scope, differentiated by individual categories of employees, continuous and focused on promising professions.

Career planning. The possibility of successful promotion serves as an effective incentive for obtaining full commitment from employees to ensure the success of the

enterprise. A career is often seen only as a vertical movement up the career ladder. Career planning as a field of personnel development should be carried out both by the employee himself and by his direct supervisor, as well as by the personnel manager.

Personnel development, taking into account the strategic tasks of the business, fundamentally affects the productivity and level of profit of the company. According to research, personnel development should be based on the main strategic tasks of the business.

CHAPTER 3

IMPROVEMENT OF THE LABOR RESOURCE MANAGEMENT SYSTEM USING THE NETWORK TECHNOLOGIES OF THE CHINESE BAIDU COMPANY

3.1 Talent management in the the chinese Baidu company

In the fast-paced and competitive environment of the technology industry, the ability to attract and retain top talent is paramount for companies striving to innovate and succeed. Baidu, one of China's leading tech giants, is no exception to this rule. Given the dynamic nature of the industry and the ever-evolving need for cutting-edge technology, finding exceptional minds is a constant challenge for Baidu.

Baidu, often called the "Google of China," has made significant strides in artificial intelligence, autonomous vehicles and other emerging technologies. However, the company faces a dilemma typical of the technology sector: a shortage of skilled and specialized personnel. In a field where breakthroughs come from brilliant minds, attracting and retaining top talent has become a strategic imperative.

Having analyzed the activities of this company, we can single out the following most pressing problems. The first problem of talent search lies in educational foundations. Baidu relies on a group of highly skilled professionals, many of whom must have degrees in fields such as computer science, artificial intelligence, machine learning and data science. Competition for graduates with these qualifications is fierce, with many of the world's technology companies competing for the same talent pool.

The second problem is fierce industry competition. The technology industry is known for its fierce competition, with companies bidding to secure the services of well-known experts. Baidu competes not only with domestic rivals such as Tencent and Alibaba, but also with international technology giants. This intense competition has led to a shortage of top

talent, driving up salaries and benefits and putting additional strain on the company's talent acquisition strategy.

The next challenge is technological progress and the evolution of the skill set. The rapid pace of technological progress creates another layer of complexity. Baidu, like its global peers, must contend with the continuous evolution of skill sets required for new technologies. Being ahead of the curve means recruiting professionals who are not only knowledgeable, but also able to adapt and upgrade to meet the demands of the latest innovations.

Beyond technical skills, Baidu also faces challenges related to cultural fit and global talent acquisition. As the company expands beyond China, it must navigate the complexities of diverse work environments and attract talent that fits its organizational culture while promoting diversity and inclusion.

We can conclude that retaining talent in a competitive market has been and remains a problem for Baidu. Therefore, we offer some high-quality and effective strategies for retaining the best specialists, for the company on the problem, so that the company can influence this problem.

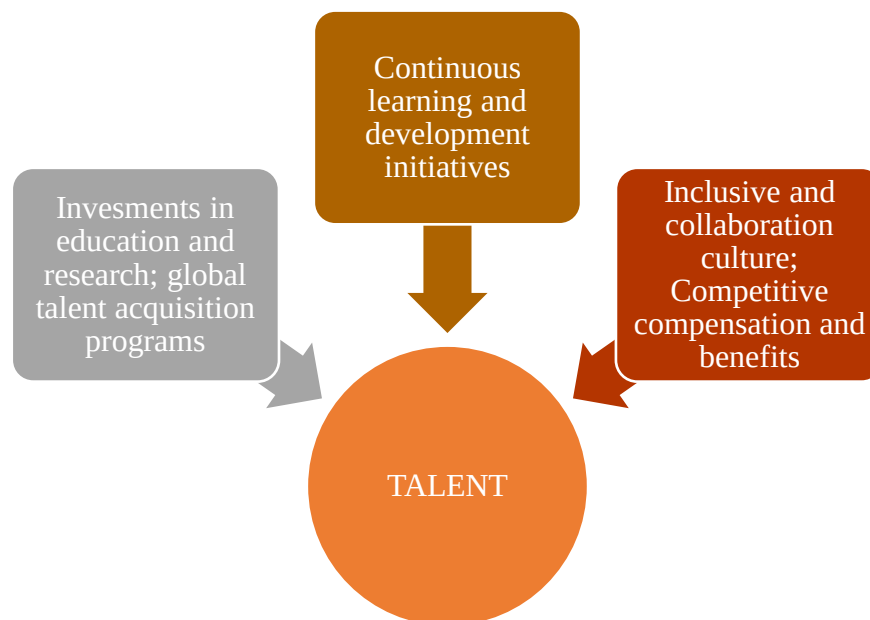


Figure 6 - Solutions of the problem with talent in Baidu.

Source: developed by author.

1. Investments in education and research. In order to ensure competitiveness in the modern world, it is necessary to actively invest in the development of the workforce. Investments in training and research can be a key element in attracting and retaining highly qualified professionals.

Baidu can cooperate with universities and research institutions to develop and recruit talented professionals. This approach in the future can help to create a group of qualified specialists with certain experience needed by the company.

Investments in training and professional development make the company a desirable employer that attracts talented professionals. Investing in workforce training with an internal company program helps develop and retain your own talented employees. Investments in training improve the level of expertise of employees, which contributes to faster implementation of the latest technologies and methods. Involvement of specialists with relevant expertise, obtained at the expense of investments in research activities, supports the creation of innovative solutions.

Supporting internship, training and development programs makes the company attractive to younger generations looking for jobs with growth prospects. Investments in employee development lead to increased job satisfaction and loyalty to the company.

Investing in training and research will be an effective tool for Baidu to find and attract qualified professionals. Such an approach will not only increase the company's competitiveness in the labor market, but will also stimulate innovation and contribute to the creation of highly efficient and competent personnel. Combining in-house development programs with strategic partnerships and global initiatives can help a company maintain a high level of employee performance and remain at the center of industry innovation.

2. Global talent acquisition programs: Establishing global talent acquisition programs and partnerships can help Baidu access a wider talent pool. Cooperation with international institutions and recruitment activities can attract qualified professionals with different experiences.

The creation of global programs will allow Baidu to attract talent from around the world, expanding the possibilities of finding highly qualified specialists. Global initiatives help create more diverse and cross-cultural teams, which fosters better creativity and innovation. Carrying out the exchange of specialists between international universities, companies, projects strengthens teams and promotes the exchange of best practices. Global talent acquisition programs allow for attractive working conditions, including flexible hours, remote work and competitive compensation packages. Active participation in global initiatives will make Baidu a recognized employer brand, increasing its attractiveness to talent.

Therefore, the creation of global talent attraction programs and partnerships will allow Baidu to effectively increase its pool of qualified specialists. These strategies will help not only attract highly professional specialists, but also stimulate innovation and development of the company in the conditions of a constantly changing technological landscape. It is clear that global initiatives will be a key tool for Baidu to ensure competitiveness and leadership in the technology industry.

3. Continuous learning and development initiatives: Baidu may invest in programs that support the continuous learning and development of its existing workforce. This ensures that employees stay abreast of the latest technological advances and retain the skills they need to perform their roles.

Amid the ever-growing technology trends, investing in continuous learning is becoming a strategic move for companies, especially for tech giants like Baidu. After all, the technological world, which is rapidly changing, the landscape requires employees to constantly update their skills in order to work effectively.

Investing in continuous learning helps to adapt to the latest technologies and expand the range of competencies. Baidu needs to implement e-courses and webinars, this will allow employees to learn new technologies at a time and pace convenient for them. The company also needs to develop special individual training plans, taking into account the needs and goals of each employee. The implementation of competency assessment systems allows to

identify the strengths and weaknesses of employees in order to ensure their further training. Continuing education programs will be able to support the professional growth of employees and contribute to their career development. Engaging professional coaches and mentors will help employees solve specific tasks and develop their leadership skills.

Consequently, investment in continuous learning programs becomes a necessity to keep Baidu's workforce relevant and competitive. These initiatives contribute not only to learning new technologies, but also to support the personal and professional goals of employees. Continuous learning is a key factor in creating a dynamic and competitive workforce in the face of technological progress.

4. Inclusive and collaborative culture: Fostering an inclusive and collaborative organizational culture can increase Baidu's appeal to a diverse talent pool. A workplace that values creativity, innovation and teamwork is more likely to attract and retain top performers.

Diversity and inclusion are becoming key factors for competitiveness in the labor market. Baidu needs to effectively build an inclusive organizational culture to attract and retain talented professionals. Creating an inclusive culture at Baidu will help attract employees from different cultures, religions, genders, and professional backgrounds.

This strategy has the following positive factors influencing the company:

- promotion of creativity: a culture that values creativity and innovation stimulates employees to create new ideas and solutions;
- innovation as the main factor of attraction: talented specialists look for companies that actively develop and support innovation;
- improving the effectiveness of teamwork: promoting teamwork promotes effective interaction and exchange of ideas between employees;
- influence on cooperation as the basis of success: attractive workplaces emphasize the importance of cooperation and collective achievement of goals;
- ensuring equal opportunities for employees: a commitment to equal opportunities helps build trust and recognition among employees.

Therefore, creating an inclusive and supportive culture at Baidu determines its appeal to diverse talent. A company that values diversity, creativity and teamwork is able to attract and retain highly qualified employees, thereby contributing to its development and innovative potential.

5. Competitive compensation and benefits.

To remain competitive, Baidu must offer attractive compensation packages and benefits to lure top talent away from competing companies. This includes not only financial incentives, but also opportunities for professional growth and work-life balance. It can be a comprehensive benefits package that will include health insurance, retirement plans and various promotions. These benefits will promote employee well-being and financial security, factors that are critical to retaining talent.

Baidu needs to invest heavily in professional development programs to help employees advance their careers and acquire new skills. Such an approach will not only improve the qualifications of employees, but also open a clear path for career growth within the organization.

Companies also need to encourage employees to take ownership of innovative projects and provide employees with a platform for real impact, promoting a sense of job satisfaction. To meet the diverse needs of its workforce, Baidu offers flexible workplaces. This includes telecommuting options, flexible schedules and a healthy work-life balance. These measures are designed to meet the individual preferences of employees, increasing their job satisfaction.

Baidu should reward exceptional performance. The company should develop recognition programs that recognize outstanding contributions and innovation, motivating employees to stay and excel in their roles. Baidu should provide employees with opportunities for career growth and the opportunity to occupy leadership positions in the organization. This will not only retain talent, but also foster a sense of loyalty to management.

Baidu should also conduct regular performance reviews and feedback sessions to engage employees and address their concerns and career aspirations.

The talent challenge facing Baidu is complex and multifaceted, requiring a comprehensive strategy that addresses educational, competitive, technological and cultural aspects. By investing in education, fostering a global talent search, fostering lifelong learning, offering competitive compensation and fostering a positive organizational culture, Baidu can position itself as the most profitable employer in the dynamic world of technology. Overcoming these challenges is not only important to Baidu's success, but also critical to advancing advanced technology on a global scale.

The company's proactive approach, which includes competitive compensation, comprehensive benefits, professional development, meaningful work, flexible arrangements and promotion, will play a vital role in solving this problem. By focusing on these strategies, Baidu will not only be able to attract the best talent, but also nurture a workforce that remains committed to the company's mission and will continue to drive innovation in a dynamic technology world.

3.2 Motivation of employees in the company

The problem of employee motivation in modern companies requires deep understanding and individual strategies. A balanced mix of specific strategies aimed at creating a motivating work environment can help businesses overcome this challenge and ensure high levels of employee satisfaction and productivity.

Motivation problems are often related to psychological aspects such as recognition, individual goals, and the social environment of the work team.

For the Chinese company Baidu, the problem of employee motivation is acute and complex. We want to propose some strategies for Baidu to solve this problem through a combination of strategic initiatives aimed at fostering a dynamic and motivating work environment.

Employee motivation may be influenced by cultural factors unique to Chinese workplaces. In the Chinese cultural context, harmony in relationships and in the team is recognized as a key element of successful work. Baidu needs to create strategies that support harmonious relations between employees.

We offer the following steps to achieve harmony in the team:

- familiarization of employees (foreigners) with Chinese culture: awareness and understanding of the basic principles of Chinese culture is a priority for all Baidu employees, therefore the company provides access to educational programs and training on cultural features;
- implementation of an internal recognition system: Baidu needs to develop such a system that will emphasize the individual contribution of each employee to the achievement of common goals. This will stimulate internal motivation;
- organization of communication trainings: Baidu needs to organize trainings and seminars on the development of communication skills. The ability to communicate effectively promotes mutual understanding and improves team relations.
- implementation of corporate events and celebrations: the organization of collective events, such as corporate parties and celebrations, will help strengthen team spirit and form positive cooperation.

Creating harmonious relationships in the Baidu team requires a comprehensive approach that takes into account the cultural characteristics and individual needs of employees. The development and implementation of such strategies contributes to the formation of a positive working environment and supports the successful work of the team.

An important factor influencing employee motivation is the hierarchical structure in the company. In Chinese society, hierarchical structure and respect for elders are important. Management at Baidu takes into account the traditional role of the leader as a mentor and teacher. Leaders not only define strategies, but also act as mentors for subordinates.

Therefore, the company needs to focus on a system of recognition and praise from seniors to juniors. Also, senior specialists should be involved in the decision processes, this will always support the hierarchical structure and indicate respect for experience.

The development of various mentoring programs at Baidu focuses on close mentoring and training from experienced managers, which will add hierarchy to the learning and development process. Any changes in Baidu's structure must take into account traditional values so as not to upset the balance of the hierarchy.

Hence, hierarchical structure and respect for seniors are necessary components of successful management and employee motivation in Chinese society. Preserving these traditional aspects in the system of recognition and management contributes to the stability and development of the company.

As you know, in Chinese society, where the cultural context is defined by collectivism, shared goals and mutual support are key elements of successful work.

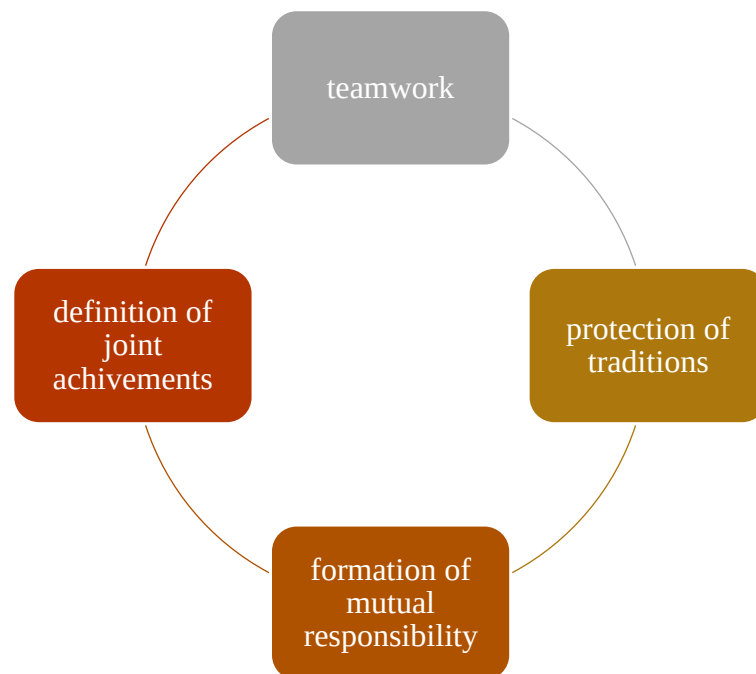


Figure 7 - Rules for motivation. Source: developed by author.

- teamwork: Baidu needs to pay more attention to the development of standards and support teamwork to develop effective interaction between employees. Teams can combine diverse experience and skills.

- definition of joint achievements: setting common goals will help unite the efforts of employees to achieve joint results. Baidu needs to focus on setting goals that motivate the team to achieve.

- formation of mutual responsibility: a culture of mutual responsibility contributes to the creation of group spirit in the team, so Baidu should support this by developing a sense of mutual help and shared responsibility.

- protection of traditions: Baidu must preserve and protect the cultural heritage of collectivism by implementing strategies that support these values.

Therefore, working in teams and defining common goals are important factors to strengthen the motivation of employees at Baidu. Taking into account cultural traditions, the company develops corporate practices aimed at creating a favorable environment for joint achievements.

Understanding cultural characteristics is a key factor in successfully motivating employees in a Chinese company such as Baidu. Adapting motivational strategies to cultural nuances ensures a positive and effective work environment that contributes to employee satisfaction and the achievement of common goals.

The company needs to balance individual and collective motivation.

Baidu has a diverse workforce that strives to meet their individual needs and fulfill their collective needs.

We offer the following ways to balance individual and collective motivation.

- Professional development: Baidu provides opportunities for individual professional growth and development, promoting personal career goals.

- Defining flexible work tasks: the company encourages an individual approach to tasks, allowing employees to choose projects that meet their individual interests.

- praise for individual achievements: Baidu should establish a mutual recognition system that appreciates individual achievements and promotes personal growth.

- setting tasks aimed at a common result: the company needs to develop projects and tasks where collective goals are intertwined with individual achievements, ensuring a balance at the same time.

- development of employees according to their abilities: Baidu should focus on the development of individual abilities through courses and trainings, which will allow employees to reveal their potential.

- adaptation of motivation based on feedback: feedback will allow adaptation of motivation strategies, taking into account individual reactions of employees.

Therefore, Baidu must approach with understanding and flexibility in implementing motivation strategies balanced between individual and collective goals. This will allow the company to determine an effective approach to each employee, ensuring a high level of motivation and achieving joint success.

Competitive compensation and benefits are also an important strategy when motivating employees. To motivate its workforce, Baidu needs to ensure that its compensation and benefits packages remain competitive in the technology industry while meeting employee expectations.

- Regular salary reviews: Baidu needs to implement a system of regular salary reviews to ensure competitive working conditions compared to other companies in the technology industry;

- Establishing flexible bonus schemes: Baidu will use these schemes related to achievements and contributions to the development of the company to stimulate employees to achieve high results.

- Extended social packages: the company should provide extended social packages, including health insurance, vacations and other benefits, to make its offer more attractive.

- Access to shares and options: the company's development of the opportunity to participate in share and option programs for employees, allowing them to jointly share in the company's success.

- Flexible schedules and work modes: providing the possibility of working remotely and flexible schedules will allow adjusting working hours to the individual needs of employees.

- Attractive technology projects: Involvement in interesting and innovative projects will add to the attractiveness of working at Baidu, providing the opportunity to work on cutting-edge technologies.

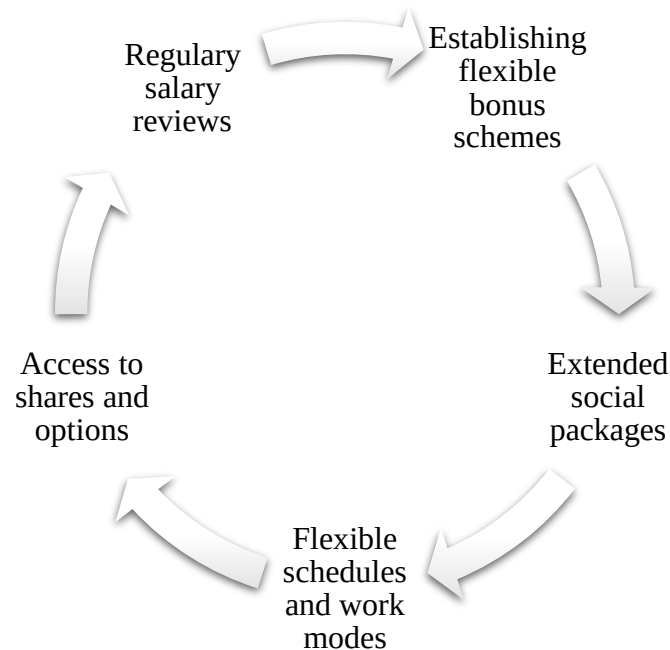


Figure 8 - Strategy for effective motivation. Source: developed by author.

Development of corporate culture: Baidu needs to improve a favorable corporate culture where cooperation and innovation are valued, which becomes an additional incentive for employees.

Employee motivation is also influenced by career paths.

We offer the following ways of realizing career growth:

- setting specific job descriptions: Baidu should provide clear and specific job descriptions that allow employees to understand their responsibilities and expectations.
- Personal career plans: each employee should be able to develop his personal career plan together with management, defining specific milestones and goals.
- Training and development programs: Baidu needs to invest in education and development programs that provide employees with the means to learn new skills and technologies.
- Mentoring and coaching programs: Mentoring and coaching programs help employees gain experience and receive advice from experienced colleagues.
- Internal transfer opportunities: Baidu should actively promote internal transfers of employees between departments and projects to expand their professional spectrum.
- Participation in trainings and conferences: internal trainings and conferences allow employees to learn new trends and skills directly in the company.

Therefore, Baidu needs to actively implement ways of career growth, providing its employees with clear and achievable opportunities for professional development and success in the company. This contributes to a high level of employee motivation and loyalty.

Open communication channels are also an important strategy in motivating employees. Baidu needs to constantly encourage its employees to voice their thoughts and concerns, creating a sense of belonging and ensuring that their feedback is valued.

We suggest the following ways to improve this strategy in the company.

- Virtual and offline meetings: Baidu needs to organize open forums and meetings where employees can express their opinions, share ideas and discuss important issues.
- Anonymous surveys and feedback: the use of anonymous surveys and feedback, allowing employees to express their opinions without fear of negative consequences.
- Meetings to discuss issues: creation of team meetings and working groups to discuss current issues and find solutions.
- A culture of mutual respect: creating an atmosphere of mutual respect and trust where employees feel their opinions are valued.

- Online portals and platforms: using interactive online platforms to express ideas and discuss issues.

- Fund for supporting initiatives: creation of a fund to finance and support initiatives and experiments proposed by employees.

- An example of leadership: speeches of company leaders with active expression of opinions, which opens the way for other employees.

- Commercial meetings: holding regular meetings to inform employees about the state of affairs and future plans of the company.

Baidu should actively strive to create an environment where employees feel free to express their opinions and concerns, thereby creating an important element of corporate culture and motivation among employees.

Encouraging innovative thinking is also an important aspect of employee motivation. Recognizing the link between innovation and motivation, Baidu needs to maintain a culture that encourages employees to contribute innovative ideas and solutions.

Therefore, we suggest the following steps to encourage innovative thinking at Baidu:

- Financial support: Baidu needs to develop financial programs to fund innovative ideas and research, giving employees the opportunity to implement their projects.

- Laboratories and creative zones: creation of special laboratories and creative zones where employees can freely express their innovative ideas.

- Experiment support system: creating a system that allows employees to experiment and test new concepts.

- Quarterly and annual competitions: holding regular competitions and challenges to attract innovative ideas from all levels of employees.

- Receiving feedback and recommendations: creating a culture where employees freely share feedback and recommendations on possible innovations.

- Initiative programs: definition and support of initiative programs that give employees the opportunity to realize their innovative ideas.

- Awards for innovation: establishing a system of recognition and reward for innovative contributions by providing honorary titles and bonuses.

- Access to technical and human resources: providing employees with access to the necessary resources to implement their innovative ideas.

- Using failure as an opportunity: encouraging failure to be seen as part of the innovation process and learning from their mistakes.

Participation in decision-making processes also affects employee motivation. By involving employees in decision-making processes, particularly those that affect their roles, Baidu needs to empower its employees and increase their sense of ownership and motivation.

Here are some ways to improve participation in decision-making processes at Baidu:

- Regular meetings with management: organizing regular meetings where management provides information on strategies and projects, and openly discusses current and future decisions.

- Team working groups: creation of team working groups to discuss key issues and make joint decisions.

- Participation in strategic planning: involving employees in the strategic planning of the company so that they can contribute their suggestions and opinions.

- Anonymous surveys: conducting regular anonymous surveys to gather opinions and suggestions for important decisions.

- Access to information: providing employees with the necessary information so that they can better understand the context of the decisions made.

- Virtual platforms: creation of virtual platforms where employees can discuss decisions and express their opinions online.

- Decision-making training programs: training employees in decision-making skills and critical thinking.

- Rewards for decision-making: establishing a system of recognition and rewards for those who actively participate in decision-making processes.

- Feedback-based changes: making certain changes and corrections based on constructive feedback from employees.
- Individualization of the approach: consideration of individual characteristics and ideas of each employee when making key decisions.

Employee motivation is a multi-faceted problem that Baidu solves with a comprehensive approach. By recognizing cultural nuances, implementing recognition programs, prioritizing professional development, promoting employee well-being and encouraging innovation, Baidu strives to develop a motivating work environment that not only attracts the best talent, but also fosters sustainable employee engagement and satisfaction.

3.3 Maintaining a balance between work and personal life of employees

The issue of maintaining work-life balance is an important topic, especially in today's world where the demands of professional life can be high. Baidu, like many other companies, can consider various strategies to improve this balance and create more comfortable conditions for its employees.

An effective method for maintaining a balance between work and personal life is the introduction of a flexible work schedule. Establishing a flexible work schedule is an important step in creating a conducive environment for employees and maintaining work-life balance. This approach can be beneficial both for the company itself and for its employees.

We suggest following the rules for implementing flexible working hours at Baidu:

- Setting time limits in which employees can flexibly adapt their schedule. This may include the start and end hours of the business day.
- Ensuring formality: development of an official policy that defines the rules and conditions for using a flexible schedule. This is important for clarity and transparency.

- Communication and coordination: ensuring effective communication and coordination between employees to avoid possible conflicts and ensure the normal flow of work.

- Consideration of work requirements: analysis of requirements for working hours in different divisions and teams of the company. Some departments may require more than standard working hours.

- Use of technology: introduction of technological tools for convenient tracking and management of working time, such as electronic time accounting systems.

- Encouraging personal responsibility: creating an atmosphere where employees feel responsible for their work and know how to manage their time effectively.

- Regular performance evaluation: conducting periodic evaluations of the effectiveness of the implementation of a flexible schedule and determining possible improvements.

- Collaboration with stakeholders: involving employees, management and other stakeholders in the process of developing and updating the flexible schedule policy.

Flexible working hours can be an important factor in employee satisfaction, increased productivity and retention of talented professionals in the company, so it is important to find the optimal balance for all parties.

Supporting remote work, which allows employees to work from anywhere, can help maintain flexibility in time management and can make life much easier for employees. For a company like Baidu, this can be an important element in attracting and retaining talented professionals, as well as improving productivity:

- Technological infrastructure: provision of the necessary technological infrastructure to ensure convenient access of employees to work tools and resources from any location.

- Communication and collaboration tools: use powerful tools for remote communication and collaboration, such as video conferencing, chats and shared documents.

- Quality telecommuting policy: developing a clear and transparent telecommuting policy that defines the conditions and expectations for employees who choose this mode.

- Training and support: providing the necessary training and support to employees to work effectively remotely.
- Electronic security: ensuring the security and privacy of remote workers' data through appropriate security measures.
- Performance monitoring: the use of tools to monitor the performance and effectiveness of remote workgroups.
- Team interaction and communication: implementing measures to support interaction and communication between remote team members.

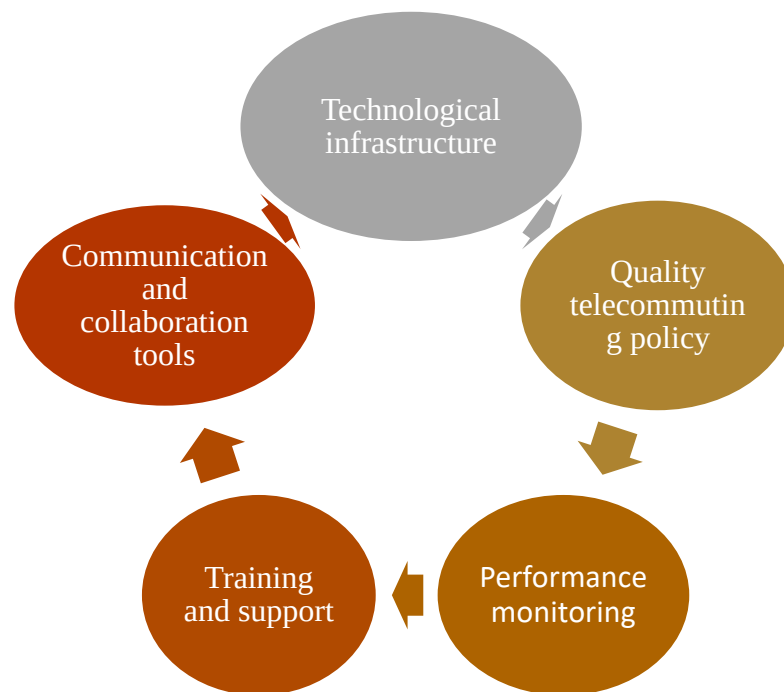


Figure 9 - Ways to support remote work.

Source: developed by author.

Supporting remote work can be an important element in maintaining flexibility and attracting talented staff, especially in today's world where working models are undergoing significant changes and balancing the lives of employees.

The availability of counseling and psychological support for employees who may need help managing stress and emotional difficulties is an important aspect of modern HR

management. Ensuring the availability of counseling and psychological support for employees is an important component of the HR strategy, especially in the context of large and dynamic companies like Baidu.

We would like to suggest some effective methods that can be taken into account when developing such a program:

- Professional psychological consultants: engagement of professional psychologists and consultants to provide confidential psychological support to employees.
- Hotlines and online advice: ensuring the availability of hotlines and online platforms for real-time advice and support.
- Seminars and trainings: conducting seminars and trainings on stress management, increasing work efficiency and personal growth.
- Psychological assessment and prevention: implementation of programs for psychological assessment and prevention of emotional burnout and stress.
- Group support: organization of group psychological support sessions for employees who may experience similar difficulties.
- Access to meditation and relaxation techniques: providing access to meditation, relaxation techniques and physical activity to support emotional health.
- Privacy Policy: Establishing a clear privacy policy to ensure the safety and privacy of employees.
- Psychological resources in the workplace: providing a work environment where employees can seek psychological support without fear of negative consequences.
- Psychological awareness and management training: providing training for management to understand and effectively address psychological issues in the workplace.
- Monitoring and evaluation of effectiveness: constant monitoring and evaluation of the effectiveness of psychological support programs for their improvement.

Ensuring the availability of counseling and psychological support will allow employees to more easily deal with difficulties and maintain emotional health, which affects the overall productivity and satisfaction of employees.

Organizing events and initiatives to support the health and fitness of employees is an important part of corporate HR management and can significantly improve the quality of life and productivity of the team. Given the specifics of the Chinese labor market, such initiatives can become attractive to employees and contribute to their overall well-being.

Here are some ideas and approaches we would like to offer:

- Sports programs and competitions: organization of sports programs and competitions among employees, such as football championships, running competitions or chess, to encourage a healthy lifestyle and teamwork.

- Fitness centers and gyms: providing access to fitness centers or gyms on preferential terms for employees.

- Group Activities and Training: Organization of group training and activities, such as yoga, pilates, aerobics or dance, to promote physical health and increase team spirit.

- Health programs and promotion of healthy eating: conducting lectures and seminars on a healthy lifestyle, proper nutrition and psychological well-being.

- Joint weekends and team building: organization of joint weekends and team building events that combine entertainment and physical activity.

- Bike stations and rental programs: installing bike stations or organizing bike rental programs to support an ecological and active mode of transportation.

- Health and preventive measures: conducting medical examinations, vaccinations and other measures to prevent diseases and preserve health.

- Hot springs and relaxation areas: creation of special relaxation areas where workers can rest and re-energize.

- Encouraging healthy living: encouraging employees to take breaks for physical activity and rest during the working day.

- Financial incentive programs: introduction of financial incentive programs for those who actively participate in sports programs and events.

Health and fitness activities and initiatives can significantly improve the work experience of employees and help maintain their health and energy.

Establishing a high-quality vacation and rest policy is an important element of corporate personnel management. Such policies can contribute not only to the restoration of physical and mental health of employees, but also to increase their productivity and job satisfaction. Given the Chinese context, where the work culture can be intense, it is important to create policies that address the needs of employees and promote work-life balance. Here are some key aspects to consider:

- Paid Vacations: Providing employees with paid vacations so that they can calmly recover their physical and mental health.
- Flexible schedules and working hours: establishing flexible work schedules and hours to allow employees to more easily address work-life balance issues.
- Voluntary vacations: implementation of a system of voluntary vacations, which allows employees to take vacations at a time convenient for them in agreement with the management.
- Additional rest days: provision of additional rest days after important projects or periods of intensive work.
- Seasonal vacations: establishment of a system of seasonal vacations that allows employees to rest in the optimal periods of the year for them.
- Psychological support: providing access to psychological support and counseling for employees during holidays and during work.
- Recovery programs: organization of recovery programs, such as spa holidays, massages, yoga or other means to support physical and mental health.
- Incentives for shorter vacations: Incentives for shorter vacations, such as a few days off at company expense.
- Compensation for unused vacations: the introduction of a compensation policy for unused vacations to encourage the use of this important benefit.
- Transparency and communication: providing transparent information and effective communication about leave policies so that employees can plan their time in advance.

Creating balanced vacation and rest policies will contribute to the overall health and efficiency of employees, as well as contribute to their job satisfaction.

Creating a culture where rest and recovery are considered essential for effective work is a key aspect of corporate leadership, especially in today's fast-paced life. Such a culture can contribute to the health and satisfaction of employees, increasing the expenditure of their energy potential for productive work.

We offer several strategies for creating a culture like Baidu's:

- Leadership by example: involving senior managers and company leaders in demonstrating a positive approach to recreation. Leaders must show that they value and take action for their own recovery.
- Recognizing the importance of rest: integrating the recognition of the importance of rest into the company's corporate values and communications. Spreading the awareness that rest contributes to better productivity.
- Flexible work schedules: enabling flexible work schedules and telecommuting, allowing employees to better manage their time.
- Support for public leave: providing transparency and support for the use of public leave, recognizing its importance for overall well-being and health.
- Culture of pause and recovery: creating a culture where short pauses and breaks for recovery are considered the norm and help to maintain high levels of performance.
- Promoting recreation in innovation: promoting initiatives and projects that highlight the importance of recreation in the context of innovation and creativity.
- A culture of balance values: implementation of values and practices that promote work-life balance, including a mutual understanding of the importance of these aspects.
- Recovery Support Activities: organizing activities aimed at recovery, such as short relaxation sessions, meditation or physical activity.

Creating such a culture in an organization will help restore and sustain employees, contributing to their health and productivity in the workplace.

Maintaining a balance between the work and personal life of employees is an important strategy for a company to be able to remain competitive and attractive for talented personnel for a long time.

CONCLUSIONS

In conclusion, we can say that the concepts and main aspects of human resources management (HRM) are integral to the success and sustainability of any organization. The multifaceted nature of HRM encompasses various functions and responsibilities aimed at optimizing the potential of an organization's most valuable asset – its people. Human resources management is not merely a support function but a strategic partner in achieving organizational goals. Aligning HR practices with the overall business strategy is crucial for sustained success. The recruitment and retention of talented individuals play a pivotal role in organizational success.

Effective HRM involves not only attracting top talent but also nurturing and retaining them through employee development and engagement initiatives. Continuous learning and development are fundamental aspects of HRM. Investing in employee training and development programs not only enhances individual skills but also contributes to the overall growth and adaptability of the organization. Creating a positive work environment and fostering employee engagement are critical for enhancing productivity and reducing turnover. HRM focuses on initiatives that promote a healthy work-life balance, employee recognition, and effective communication. Developing competitive and fair compensation and benefits packages is crucial for attracting and retaining top talent. HRM must continuously assess market trends to ensure the organization remains competitive in the talent market.

The main functions of labor management play a vital role in shaping the dynamics of the workforce within an organization. We described the main functions of labor management: the function of determining the organization's need for personnel: planning the qualitative need for personnel; staffing function: receiving and analyzing marketing (in the field of personnel) information; the function of using personnel: determining the content and results of work at workplaces; personnel development function: career planning and implementation and service transfers; the function of motivating work results and personnel

behavior: managing the content and process of motivating work behavior; the function of legal and information support of the personnel management process: legal regulation of labor relations.

The main functions of labor management are interconnected and contribute to the overall health and success of an organization. By strategically managing the workforce through these functions, organizations can create an environment that attracts, develops, and retains top talent, ultimately fostering a culture of innovation, productivity, and sustained growth.

In conclusion, the methods of selection and recruitment of personnel are critical components of human resource management that significantly impact the success and sustainability of an organization. The careful and strategic process of identifying, attracting, and hiring qualified individuals is essential for building a skilled and motivated workforce.

The headhunting method is used to search for top-level specialists. Head hunting is one of the methods of finding and recruiting key and rare specialists, both by profession and by level of professionalism. Most often, the object of attention of headhunters is: heads of enterprises, accountants, lawyers, specialists of narrow profiles.

Headhunting is implemented in the form of two directions: Networking is the ability to establish mutually beneficial connections between people; Direct search (Direct search) is a direction during which both the recruiting agency and the customer determine the list of enterprises where the desired employee can be found.

Recruiting is a business process that is one of the main responsibilities of HR managers or recruiters. Recruiting is carried out by an enterprise or a recruiting agency based on existing candidate databases, responses to advertisements in the media or the Internet.

Scientists in the field of recruitment and hiring do not stand still. Today, the latest technologies in achieving this area are already known. We considered some more modern methods of personnel selection and hiring. Namely: Method 1. Executive Search. Selection of management personnel - heads of departments, directors of companies, heads of regional

divisions. Method 2. Preliminary. Attracting candidates for the position with the help of production practice of young specialists (graduates of specialized universities).

So we can say, that the methods of selection and recruitment are dynamic processes that require strategic planning, adaptability, and a focus on creating a positive experience for both candidates and the organization. By incorporating these principles, organizations can build a talented and diverse workforce that contributes to their overall success and competitive advantage in the marketplace.

In practice, we will consider the Chinese organization and its methods for managing labor resources. Baidu Online Network Technology is a multifaceted technology company with a rich history of innovation and market leadership. His pioneering role in the development of Internet search, artificial intelligence and autonomous driving technologies has had a profound impact on the global technology industry. The company's diversified product portfolio, global reach and commitment to sustainable development further illustrate its dynamic nature. As Baidu continues to grow and expand its reach, its characteristics such as innovation, leadership and commitment to solving challenges will continue to shape the company's place in the technology world and its contribution to the development of technology and society.

Human resource management is an integral part of any successful organization, and Baidu Online, commonly known as Baidu, is no exception. Baidu's HR system is a dynamic and influential component of the company's success in the competitive technology industry. Its strategies, such as attracting talent, innovative culture and continuous learning, have made Baidu a global technology leader. The company's commitment to leadership development, global talent integration and employee well-being underscores its holistic approach to people management.

Baidu Online Network Technology, a well-known Chinese technology company, has made significant progress in the technology industry. However, like any large organization, Baidu faces some challenges in personnel management.

We found that retaining talent in a competitive market is a problem for Baidu Online Network Technology. We found problems in finding and retaining talented personnel, motivating company employees, and balancing personal life and work. To solve these problems, we have offered step-by-step instructions.

The problem of finding and retaining talent can be solved by investing in education and research; cooperation with universities and research institutions to develop and recruit talented specialists; investment in training and professional development; support of internship and training programs; development of global talent attraction programs; continuous learning and development initiatives; creation of an inclusive culture and a culture of cooperation; competitive compensation and benefits.

The problem of employee motivation can be solved with the help of: cultural factors specific only to Chinese workplaces, hierarchical structure in the company and respect for seniors; effective development of collectivism, common goals and mutual support; balancing individual and collective motivation; development of corporate culture; active implementation of methods of career growth, open communication channels is also an important strategy in motivating employees; desire for innovative thinking; participation in decision-making processes at Baidu;

The problem of maintaining a balance between work and personal life can be solved by: introducing a flexible work schedule; support for remote work, availability of counseling and psychological support for employees, organization of events and initiatives to support health and fitness of employees; establishment of a quality vacation and recreation policy; creating a culture where rest and recovery are considered essential for effective work.

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APPENDIXES