

Personnel Records Management: Content, Significance, and Current Trends

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ABSTRACT

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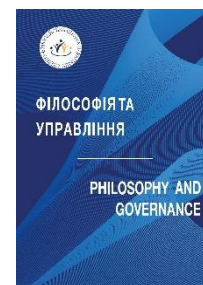
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The article considers personnel records management as an essential element of the personnel management system. The content, tasks and functions of personnel records management, its regulatory and legal framework, as well as the main development trends in the conditions of digitalization of management activities are analyzed. Special attention is paid to the role of personnel documentation in ensuring the legality of labor relations and organizational efficiency, which performs several key functions in any organization. The following functions are described: ensuring the legality of labor relations by ensuring compliance with labor legislation, providing legal protection for employees and employers, and monitoring compliance with regulatory requirements. increasing organizational efficiency in terms of streamlining personnel processes, optimizing management decisions, standardizing procedures, ensuring continuity and preserving corporate memory. It was found that personnel documentation is not just a formality but an important management tool that ensures the legality and transparency of labor relations, stability and discipline within the team, effective personnel management and the development of the organization as a whole, compliance with employee rights, and a reduction in legal risks for the organization. If properly maintained, personnel documentation becomes a guarantor of the rights and obligations of all participants in the labor process. The authors note that, with the outbreak of the war, organizations faced the need to quickly reformat a significant number of internal processes. Rapid adaptation to new realities and the search for alternative solutions allowed the business to continue operating and manage its activities effectively, particularly its interactions with its own personnel. The problem lies in implementing new approaches to organizing personnel records in enterprises, while taking into account the existing legislative framework. The main research methods used in the article are a systematic approach to understanding personnel management and personnel records management, as well as logical analysis. The article aims to systematize the theoretical aspects of personnel records management in the personnel management system. Despite the apparent advantages of electronic technologies, in practice, personnel service employees often face problems with adapting to the regulatory framework, insufficient personnel training, and the need for significant financial resources. That is why it was advisable to consider the main trends in the development of personnel records management in modern conditions.

KEYWORDS

personnel records management, personnel management, documentation, labor relations, personnel service, digitalization.



Кадрове діловодство: зміст, значення та сучасні тенденції

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СТАТТЯ	АНОТАЦІЯ
Дослідницька DOI: 10.70651/3041-248X/2025.11.01 Авторське право © 2025 авторів  Цей твір ліцензовано на умовах Ліцензії Creative Commons «Із Зазначенням Авторства – Некомерційна 4.0 Міжнародна» (CC BY-NC 4.0). 	У статті розглядається кадрове діловодство як важливий елемент системи управління персоналом. Проаналізовано зміст, завдання та функції кадрового діловодства, його нормативно-правову базу, а також основні тенденції розвитку в умовах цифровізації управлінської діяльності. Окрема увага приділена ролі кадрової документації в забезпеченні законності трудових відносин та організаційної ефективності, що виконує декілька ключових функцій у діяльності будь-якої організації. Охарактеризовано такі функції: забезпечення законності трудових відносин щодо дотримання трудового законодавства, правового захисту працівника і роботодавця, контролю за виконанням нормативних вимог; підвищення організаційної ефективності щодо упорядкування кадрових процесів, оптимізації управлінських рішень, стандартизації процедур, забезпечення наступності та збереження корпоративної пам'яті. З'ясовано, що кадрова документація – це не просто формальність, а важливий управлінський інструмент, що забезпечує: законність та прозорість трудових відносин, стабільність і дисципліну в колективі, ефективність управління персоналом і розвиток організації в цілому, дотримання прав працівників і зниження юридичних ризиків для організації. За правильного ведення кадрова документація стає гарантом прав і обов'язків усіх учасників трудового процесу. Автори зазначають, що з початком війни організації зіштовхнулися з необхідністю оперативного переформатування значної кількості внутрішніх процесів. Швидка адаптація до нових реалій та пошук альтернативних рішень дозволили бізнесу продовжити роботу та забезпечити ефективне управління своєю діяльністю, зокрема щодо взаємодії з власним персоналом. Проблема полягає у впровадженні нових підходів до організації кадрового діловодства в управлінні персоналом на підприємствах з урахуванням існуючої законодавчої бази. Як основні методи дослідження у статті було використано системний підхід до розуміння процесу управління персоналом та кадрового діловодства, логічний аналіз. Метою статті є систематизація теоретичних аспектів кадрового діловодства в системі управління персоналом. Незважаючи на очевидні переваги електронних технологій, у їх впровадженні часто працівники кадрової служби стикаються з проблемами адаптації нормативної бази, недостатнім рівнем підготовки кадрів і потребою у значних фінансових ресурсах. Саме тому доцільно було розглянути основні тенденції розвитку кадрового діловодства в сучасних умовах.

КЛЮЧОВІ СЛОВА

кадрове діловодство, управління персоналом, документація, трудові відносини, кадрова служба, цифровізація.

1. Introduction

In the current context of economic development, increasing competition, and the digitalization of business processes, effective personnel management is acquiring special significance. One of the key elements of this system is personnel records management, which provides the legal, organizational, and informational basis for the manager's work with employees. The quality of personnel documentation maintenance determines not only compliance with labor legislation standards but also the effectiveness of managerial decisions, corporate culture, and the organization/company's image.

Modern trends in personnel records management within companies require a transition from traditional paper-based documentation to electronic personnel records management, process automation, and the implementation of digital personnel management systems. This is driven by the development of information technologies, remote employment, and the need for rapid access to reliable data on employees.

Thus, the study of the content, significance, and modern trends of personnel records management is relevant, as it enables an understanding of mechanisms to increase personnel management efficiency, improve document flow, reduce the risk of labor law violations, and optimize the work of HR departments in modern organizations. Furthermore, with the outbreak of the war, organizations/companies faced the urgent need to reformat a significant number of internal processes. Rapid adaptation to new realities and the search for alternative solutions allowed organizations to continue operating and to manage their activities effectively, particularly in their interactions with personnel.

2. Literature Review

Both domestic and foreign scholars research personnel records management and personnel management. An analysis of the source base allows us to identify several key directions of scientific inquiry that reveal the content, significance, and evolution of personnel processes.

Fundamental aspects of personnel management and the structure of HR departments remain relevant for Ukrainian enterprises. T. Balanovska et al. (2020) in their work systematize modern personnel management technologies, emphasizing the importance of a comprehensive approach to HR work [2]. Issues of organizational design of HR departments are considered by A. Bondarenko and M. Tarnavskiy (2017), who analyze the construction of the structure of a personnel management body at an enterprise as a prerequisite for effective management [3].

The specifics of staffing in the public sector are investigated by P. Komirchyi (2020), who focuses on organizational and legal aspects in the law enforcement sphere [10], and E. Kulikova et al. (2021), who view HR policy in public administration as an integral element of sustainable regional development [11]. Particular attention should be paid to the study by K. J. Claude (2024), which empirically demonstrates the direct impact of record management quality on the overall effectiveness of human resource management in the public sector, emphasizing that proper records management is the foundation of HR activity [6].

The modern stage of personnel records management development is characterized by rapid digitalization. The impact of cloud solutions on the transformation of HR practices is analyzed in detail by R. Al-Rwaidan et al. (2023), who note increased flexibility and accessibility of personnel data due to cloud technologies [1]. A significant body of research is dedicated to automating routine processes. S. Mishra et al. (2021) conducted a bibliometric analysis of HR process automation, identifying key trends in the transition from paper to digital document flow [15]. A deeper technological aspect is revealed by S. Mohamed et al. (2022), who investigate the effectiveness of Robotic Process Automation (RPA) in personnel management, which helps minimize errors in personnel records and frees up specialists' time for strategic tasks [16].

Recent studies from 2024–2025 focus on the implementation of artificial intelligence and the ethical aspects of working with data. B. Chode (2025) describes the concept of next-generation "Document Intelligence," which enables the creation of intelligent metadata, ensuring secure access, and automating compliance with regulatory requirements using AI [5]. Along with technological progress, the role of HR analytics is growing. M. Edwards et al. (2024) consider HR analytics as an emerging field, highlighting the ethical challenges that arise when processing large arrays of employee data [8].

A critically important aspect of modern personnel records management is the protection of personal data. D. Ussher-Eke (2025) emphasizes the necessity of partnership between the HR department and GDPR specialists to protect employee data, which is becoming a priority in the context of the global digital space [21]. Thus, the literature review indicates a shift in the focus of scientific research from purely administrative functions of personnel records management to the use of high-tech tools (AI, cloud technologies, RPA) while simultaneously increasing attention to legal security and data ethics. However, the scientific works of the mentioned scholars are devoted to separate issues of labor law and personnel records management and do not provide a generalized characterization of the role and significance of personnel records management in the personnel management system.

3. Problem Statement

In the conditions of digital transformation of the economy and martial law, the problem of adapting personnel records management arises. It is necessary to modernize traditional processes by introducing electronic technologies and automation, while strictly adhering to current legislation to ensure the protection of personal data and the legal protection of participants in labor relations. The article aims to systematize the theoretical aspects of personnel records management within the personnel management system.

4. Methods and Materials

During the research, a complex of general scientific and specialized methods was used to analyze the subject of study in depth. A systemic approach was applied to understand personnel records management as an integral subsystem of personnel management that interacts with other organizational elements. The method of logical analysis enabled the structuring of basic concepts, the isolation of the key functions of personnel documentation, and the establishment of causal links between the quality of records management and management efficiency.

To identify modern trends in the development of personnel records management, the method of generalizing and systematizing data from scientific sources and regulatory acts was used. Particular attention is paid to the analysis of the impact of digital technologies (HRM systems, cloud services, electronic signatures) on the transformation of personnel records management. Comparative analysis methods were applied to compare traditional paper-based and modern electronic document flow, identifying their advantages and disadvantages under martial law and remote work conditions. The use of these methods and materials made it possible to achieve the study's aim – to systematize theoretical aspects and outline the prospects for the development of personnel records management in modern conditions.

5. Results and Discussion

Personnel management is a purposeful influence necessary to coordinate the joint activities of people in the production of products, execution of works, or provision of services, which includes goal setting, organization of execution, motivation, coordination, and control. At the same time, personnel management is a process that ensures the integration and effective use of employees to achieve the organization's goals [4; 18].

Given the above, it is advisable to focus on defining and characterizing modern trends in personnel records management and, on this basis, to determine the content of the HR service's work in an organization.

Current legislation does not define the term "personnel records management." Usually, personnel records management is understood as the organization of personnel documents related to hiring, transfers, dismissals, accounting, certifications, training, advanced training, internships, and employee pension provision. In other words, personnel records management determines the specifics of the interaction between the employer and employees on personnel issues, and therefore, management.

Effective personnel management is impossible without clear and orderly document flow. Personnel records management is a specialized activity involving the maintenance of documentation related to hiring, transfers, dismissals, personnel accounting, control over labor discipline, drafting

orders and directives, personal files, etc. In modern conditions, personnel records management acquires even greater weight as a component of the enterprise's HR system.

Thus, personnel records management issues in a company are resolved by a separate individual – an HR specialist or a personnel officer, who is appointed to the position by the manager's order. In companies with a large staff, a separate structural unit handles these issues – the HR department, whose size depends on the company's scale and the tasks assigned. To organize the HR department within an organization/company, regulations are drawn up that specify the department's tasks, structure, rights, responsibilities, and forms of interaction with other units.

Thus, personnel records management helps to document processes in the company related to its employees. In particular, the HR department processes hiring, granting leave, transfers to other positions, business trips, dismissals, employee accounting, internal labor regulations, employee time tracking, job descriptions, and reports to government agencies, etc. Consequently, personnel records management also involves organizing employees' work with personnel documents regarding hiring, transfers, dismissals, accounting, certifications, training, advanced training, and employees' pension provision.

The role of personnel documentation in ensuring the legality of labor relations and organizational efficiency is extremely important. It performs several key functions in any organization's activities. This function ensures the legality of labor relations by ensuring compliance with labor legislation. Personnel documentation records all legally significant facts regarding hiring, transfer, dismissal, leaves, disciplinary sanctions, etc. This guarantees that labor relations are regulated in accordance with the norms of legislation, particularly the Labor Code of Ukraine [23].

Legal protection of the employee and the employer is represented by documents (orders, personal cards, employment contracts, acts, memos, etc.) that can be used as evidence in case of labor disputes, as well as certify the facts of the lawfulness of the actions of both parties [22].

Control over the implementation of regulatory requirements is carried out through the system of personnel documentation, which ensures internal control of compliance with requirements for the execution of employment contracts, time tracking, occupational safety, passing briefings, etc.

The function of increasing organizational efficiency is carried out through streamlining personnel processes. Thus, the presence of clearly structured personnel documentation contributes to the systematization of personnel accounting, the determination of personnel needs, the planning of employee development, and the assessment of their efficiency.

Optimization of managerial decisions involves analyzing data in personnel documentation, enabling management to make informed decisions about advanced training, rotations, and personnel motivation.

Standardization of procedures implies compliance with requirements, as documents establish uniform rules and procedures for all employees, reducing errors and misunderstandings and improving the quality of personnel administration.

Ensuring continuity and preserving corporate memory involves maintaining an archive of personnel documents that stores essential information about personnel decisions and the personnel structure, which is helpful for long-term management.

In general, personnel records management is a system for documenting managerial activities regarding labor relations between an employer and an employee. The main tasks of personnel records management are: documentary registration of labor legal relations; ensuring the preservation, systematization, and accessibility of personnel documentation; maintaining employee records; controlling compliance with labor legislation; and forming archival files [4].

Thus, personnel records management is also a tool for ensuring transparency in personnel policy, upholding employee rights, and reducing legal risks for the organization. Accordingly, competently organized personnel records management helps ensure transparency in managerial processes, minimizes the risk of errors in personnel decisions, and fosters trust within the team.

Compliance with legislative requirements in personnel records management is mandatory for all employers, regardless of their organizational and legal form or size. Incorrect execution of personnel documents, violations of deadlines, or non-compliance with other requirements can lead to labor disputes with employees, penalties from state bodies, reputational losses for the company, and complications in personnel accounting and personnel management.

Legal regulation of personnel records management in Ukraine is based on the Constitution of Ukraine and consists of key normative acts regulating work in this sphere of activity: the Labor Code of

Ukraine – the main document regulating labor relations; the Law of Ukraine “On Personal Data Protection” – defines requirements for the preservation and processing of personal information; the Standard Instruction on Records Management and DSTU 4163:2020 – establish requirements for document execution; the Law of Ukraine “On the National Archival Fund and Archival Institutions” – regulates the storage of personnel documents. At each enterprise, HR department employees develop their own instructions for personnel records management, adapted to the structure of the enterprise/organization/company and its organizational specifics, and adhering to the requirements of current legislation [7; 12–14; 17; 19; 20; 23–30].

The organizational structure of the HR service depends on the size and type of the enterprise. At large enterprises, HR work is performed by a separate unit (HR department), whereas in small ones it is handled by one specialist or accountant. Main job responsibilities include: maintaining personal files; issuing orders; maintaining employment record books; preparing reports; participating in recruitment and adaptation processes.

Personnel management covers a wide spectrum of processes – from recruitment to employee performance evaluation. Personnel records management is the informational and legal basis of these processes, as it ensures: legality of personnel decisions; unity of information flows between personnel, accounting, and management subsystems; prompt access to data about personnel; preservation of the history of labor relations of each employee; optimization of personnel accounting thanks to the use of modern technologies.

A characteristic feature of personnel documentation is that it reflects the managerial activity of specific individuals, i.e., it is nominal documentation. It is no coincidence that these documents lie at the basis of funds of personal origin. Thus, personnel documentation acts as a “mirror” of the enterprise’s personnel policy, reflecting the level of organizational culture, compliance with labor law norms, and the quality of communications between management and employees.

At the same time, modern personnel records management is undergoing significant changes due to digitalization, automation of business processes, and changes in labor legislation. Therefore, in personnel management, it is advisable to consider modern trends in personnel records management. See Table 1.

Table 1. Modern trends in the development of personnel records management

Trend	Features of manifestation
Digitalization of processes (electronic personnel records management)	Transition to electronic document flow, including electronic employment record books, and signing documents using digital signatures (EDS). This ensures convenience, speed of information processing, and reduction of paper document flow costs. Legislative changes in Ukraine (particularly regarding electronic employment record books) create conditions for the full implementation of such systems.
Automation of personnel processes	Use of HRM systems for personnel accounting, reporting, and integration with other services (accounting, legal department). The use of specialized software products (e.g., M.E.Doc, SmartFin.ua, HURMA System, etc.) allows the integration of personnel records management with accounting and management accounting. This increases data accuracy and reduces the number of errors.
Focus on personal data security	Implementation of privacy policies and limited access to personal information. Given the requirements of legislation on personal data protection, HR departments must implement security policies, restrict access to information, and ensure its storage in accordance with international standards.
Flexibility and adaptability	Creation of internal regulations that take into account the remote format of work and the outsourcing of individual HR functions.
Implementation of HR analytics	Modern personnel records management has become a source of data for analytical research – analysis of staff turnover, training effectiveness, levels of personnel engagement, etc.
Remote work and flexible forms of employment	The spread of remote work necessitates digital document flow, electronic signatures, and the storage of personnel documents in cloud systems with high levels of protection.

Source: Developed by the authors.

Despite the apparent advantages of digitalization, certain problems in the organization of personnel records management persist in Ukraine: insufficient automation of processes in the public

sector; low levels of digital literacy among HR staff; lack of unified standards for the electronic flow of personnel documents; and complexity in storing and protecting electronic archives [9]. However, development prospects should also be considered, which include: the creation of unified national standards for electronic personnel records management; the integration of HR systems with state registries; the training of specialists in new digital competencies; and the development of artificial intelligence in the field of HR analytics.

Thus, personnel records management is not only a technical aspect of personnel management but also an integral instrument of legal and organizational support for labor relations. The successful functioning of the HR service increases the efficiency of personnel management, minimizes risks, and contributes to the construction of a systemic HR policy. In the context of digitalization, a need arises for new approaches to organizing personnel document flow, requiring updates to the regulatory framework, professional training, and the implementation of modern technologies.

Thus, digital transformation processes that cover all spheres of enterprise and organizational activity significantly affect the personnel management system as well. Personnel document flow, which was traditionally carried out on paper, is gradually moving to a digital format. Such a transition is driven by the need to increase the efficiency of managerial processes, reduce time and resource costs, and ensure prompt access to personnel information. However, the digitalization of personnel records management requires new approaches to its organization.

First of all, this concerns: updating the regulatory framework, which should regulate the procedure for creating, storing, circulating, and archiving electronic personnel documents, as well as ensuring their legal force; improving the level of professional training of HR staff, since the effective use of electronic systems requires knowledge in the field of information technology, electronic signatures, personal data protection, and cybersecurity; implementing modern automation technologies, such as electronic document management systems, HRM platforms, cloud services, and personal data analytics tools.

6. Conclusions

Thus, digitalization not only changes the technical aspects of maintaining personnel records but also transforms their substantive essence – from an administrative-support function to a strategic element of personnel management. New approaches to organizing personnel document flow contribute to increased transparency in processes, faster decision-making, and a higher level of legal protection for both employees and employers.

In the context of digitalization, there is a need to create a modern regulatory framework governing the procedures for creating, storing, circulating, and archiving electronic documents and ensuring their legal force. Updating legislation should ensure consistency between paper and electronic forms of documents, define standards for electronic signatures and data archiving [2].

Alongside this, improving the professional training of HR service specialists is relevant, as the effective use of digital tools requires new competencies – knowledge of electronic document flow, information security, personal data protection, and the basics of cyber hygiene.

An essential component of modern personnel records management is also the implementation of innovative technologies, such as document flow automation systems, cloud HRM platforms, analytics tools, and artificial intelligence, which contribute to increasing the speed of information processing, reducing the number of errors, and creating a single information space for personnel management.

Consequently, digitalization not only changes the technical format of personnel document flow but also transforms the very essence of HR work – from purely administrative to a strategic component of personnel management, ensuring transparency, legal protection, and the efficiency of the organization's internal processes. Furthermore, the digitalization of personnel records management opens up significant opportunities to increase personnel management efficiency, optimize document flow, and strengthen the legal basis of labor relations. At the same time, it should be noted that this process is accompanied by several challenges – organizational, technical, and legal.

Despite the apparent advantages of electronic technologies, their implementation often poses problems for HR service employees, including difficulties adapting to the regulatory framework, insufficient personnel training, and the need for significant financial resources. That is why it was advisable to consider the main trends in the development of personnel records management in modern conditions.

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