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HR MANAGEMENT IN A MODERN PRODUCTION ENVIRONMENT LLC "SPETSTEKHOSNASTKA"

HR-МЕНЕДЖМЕНТ В СУЧАСНОМУ ВИРОБНИЧОМУ СЕРЕДОВИЩІ ТОВ "СПЕЦТЕХОСНАСТКА"

The article conducts a thorough analysis of the personnel management system of Spetstekhosnastka LLC, in particular, its organisational structure, seven main functions of the HR department and sources of personnel provision. The effectiveness of motivational mechanisms, training and development programmes, as well as the impact of corporate culture on productivity and staff turnover are assessed. Based on the statistical data for 2022-2024 on advanced training and the number of sick leaves, seasonal trends are identified and the relationship between the psychological climate and staff health indicators is revealed. Recommendations for improving adaptation and training programmes, monitoring employee satisfaction, and implementing support mechanisms to improve the sustainability and competitiveness of the enterprise are proposed.

Key words: management, personnel, team, motivational mechanism, sick leave.

Управління персоналом відіграє ключову роль у досягненні стратегічних цілей будь-якого підприємства, оскільки саме від рівня кваліфікації, мотивації, професійного розвитку та добробуту працівників безпосередньо залежить загальна ефективність бізнес-процесів. У статті здійснено комплексне дослідження системи управління персоналом як визначального чинника підвищення продуктивності та конкурентоспроможності підприємства на прикладі ТОВ «Спецтехоснастка». Метою дослідження є аналіз взаємозв'язку між ключовими елементами HR-системи — мотивацією працівників, корпоративною культурою, механізмами оцінювання та розвитку персоналу, а також методами залучення й утримання кваліфікованих кадрів – з подальшим визначенням шляхів оптимізації кадрових процесів.

У роботі розглянуто організаційну структуру HR-відділу підприємства та виокремлено сім його основних функцій: набір і відбір персоналу, процес адаптації, планування та оцінювання результативності, навчання і розвиток працівників, управління корпоративною культурою й комунікаціями, система компенсацій і соціальних гарантій, а також дисциплінарне управління.

Під час дослідження виявлено, що застосування формалізованих критеріїв підбору персоналу (освіта, досвід роботи, практичні навички, фізичні та психофізіологічні характеристики, дисциплінованість) забезпечує якісне кадрове наповнення підприємства та

знижує плинність кадрів. Зазначено, що ТОВ «Спецтехоснастка» демонструє послідовний підхід до підвищення кваліфікації персоналу навіть в умовах економічної нестабільності: навчальні програми охоплюють усі рівні працівників – від адміністративного до виробничого сегменту.

З'ясовано, що особлива увага приділяється мотиваційним механізмам (конкурентна заробітна плата, премії, грейди, програми винагород за ідеї), а також розвитку корпоративної культури через наставництво, внутрішні й зовнішні тренінги, крос-функціональне навчання та неформальний обмін знаннями. Аналіз статистики лікарняних листів за 2024 рік виявив сезонні піки у жовтні-грудні, що може свідчити про накопичену втому та недостатню психологічну підтримку персоналу.

На підставі результатів дослідження сформульовано практичні рекомендації щодо вдосконалення системи управління персоналом для забезпечення стабільного розвитку підприємства та зміцнення його кадрового потенціалу.

Ключові слова: управління, персонал, колектив, мотиваційний механізм, лікарняні.

JEL Classification: J24, J63

Introduction. Human resource management constitutes an integral component of a company's managerial activity, exerting a direct influence on its productivity and overall efficiency.

In order to evaluate this interconnection, it is important to consider several aspects: employee motivation; corporate culture and team spirit; the personnel assessment and development system; talent attraction and retention.

The Human Resource Management System (HRMS) is a complex and multifaceted mechanism that ensures the effective management of an organisation's human resources. It encompasses a series of methodologies, tenets, procedures, and metrics designed to facilitate the attainment of the enterprise's strategic objectives through the effective utilisation of human resources. The HRMS encompasses all stages of an employee's life cycle within the organisation, from the initial hiring stage through to retirement or resignation. The HRMS is characterised by its organisational structure, core functions, methods, and strategies that ensure effective interaction between employees and management.

In order to ensure the effective operation of the HR management system, a variety of sources are drawn upon, including orders, instructions and the employee qualification characteristics set out in the Handbook of Qualification Characteristics of Employee Professions. It is imperative to acknowledge the significance of labour legislation and collective agreements in regulating labour relations and working conditions. A highly effective HR management system serves as the foundation for achieving strategic organisational goals, improving labour productivity, and developing a strong corporate culture.

Analysis of recent research and publications. The study of personnel management issues at Ukrainian enterprises is paid attention to by many domestic scientists, including such as L. Glushchenko, T. Pilyavoz, N. Koval [1], Y. Gurbyk, S. Bilyaev, Bagunts O.S. [2], Yeletsikh S.Y., Bryzhnychenko V.E. [3], Sardak S.E., Shapoval O.A., Taranichev S.L. [6], the problems of personnel management under martial law were paid attention to by Przyk-Kovalska O.O., Kovalskyi O.I. [5]. Foreign scientists who deal with theoretical and practical aspects of personnel management in the organisation's management system are: D. Ulrich, L.U. Stout, M. Armstrong, H.T. Graham, R. Bennett, G. Dessler, etc. Thus, the issue of improving the enterprise's personnel management system in modern conditions remains relevant.

Formulation of the article's goals. The purpose of this article is to examine the human resource management system as a key factor in increasing the productivity and overall efficiency of an organisation. To achieve this goal, the main aspects of HR management are considered: employee motivation, corporate culture and team spirit, personnel evaluation and development system, as well as mechanisms for attracting and retaining talent. The analysis is carried out using Spetstekhosnastka LLC as an example. The article discusses the organisational structure, functions and strategies of the HR department. The practical significance of the study lies in the analysis of the management system

of this company and the identification of its bottlenecks, the elimination of which will ensure the sustainable development and competitiveness of the company.

Presentation of the main material. The primary objective of the company "Spetstekhosnastka" LLC is to ensure long-term development and prosperity for the people who work in the company and for those who invest their money, knowledge, and skills in its growth.

The company's matrix structure facilitates the achievement of its objectives, ensuring the continued efficiency of its operations in both domestic and international markets. This structure fosters effective interaction between production units and functional departments, contributing to the company's ability to function as an efficient enterprise.

The company's mission in relation to its human resources is predicated on the understanding that its employees are the key to its success. The company's strategic focus on attracting and cultivating the most accomplished professionals in their field is predicated on the conviction that this approach will ultimately lead to the enhancement of the company's own performance and position it at the pinnacle of its industry. The company is committed to upholding internationally recognised standards and best practices concerning diversity and inclusion. This commitment entails the absence of any form of discrimination based on factors such as race, gender, age, political beliefs, religion, nationality, and other characteristics. The organisation's position on the issue of forced and bonded labour is unequivocal in its opposition.

It is categorically prohibited for any employee of "Spetstekhosnastka" LLC to be coerced into working through force or intimidation in any form. The company is committed to upholding human dignity, respecting individuality, and fostering an environment conducive to personal growth, success, and the attainment of adequate living standards. It is dedicated to creating conditions that enable employees to actualise their ideas and potential. The company recognises the significance of a collaborative environment and psychological well-being in attaining personal objectives.

The human resource management structure at "Spetstekhosnastka" LLC incorporates a specialised human resources department, the function of which is to ensure effective personnel management and optimisation of human resources processes within the company. The work of this department is instrumental in achieving the effective organisation of personnel processes, thereby contributing to the sustainable development of the enterprise.

The unit's core functions encompass a range of domains, including recruitment and the organisation of professional development for employees. The following are included:

1. The process of recruitment and selection. The department is responsible for the attraction of new employees to the company. This includes the creation of vacancies, the conducting of interviews, and the selection of candidates.

2. The responsibility for the adaptation of new employees within the company lies with the department. This process involves the introduction of new employees to the company's workflows and the corporate culture of "Spetstekhosnastka" LLC.

3. Personnel planning and evaluation involves a number of processes. Firstly, the performance of employees is assessed. Secondly, staffing needs are planned. Thirdly, programmes are developed with the aim of motivating employees.

4. The training and development section encompasses the organisation of professional training, upskilling, and staff development through various educational methods, including workshops, seminars, and webinars.

5. The management of corporate culture and communication is of paramount importance in ensuring the effective transmission of information among employees, the cultivation of a positive working environment, and the facilitation of the resolution of conflicts.

6. The management of compensation and benefits is a multifaceted process that encompasses the oversight of payroll accounting and the distribution of bonuses.

7. Disciplinary management can be defined as the process of addressing infractions of labour discipline, which may result in the implementation of disciplinary action, including the termination of employment.

Each of these functions is an integral component of the HR management system at "Spetstekhosnastka" LLC, contributing to optimal organisational performance and ensuring the company's competitiveness in the market.

The following are the responsibilities of the human resources department:

1. It is imperative to ensure adherence to both labour law and the company's internal policies.
2. The monitoring of employee performance, the planning of personnel changes, and the organisation of task allocation are all of paramount importance.
3. The organisation of employee training and the provision of support for professional growth within the company are of paramount importance.
4. The collection of feedback, the analysis of employee satisfaction with working conditions, and the development of relevant improvements are all essential components of the process.

In light of the particulars pertaining to the company's manufacturing processes and the distinct roles inherent to various departments, the procurement of pre-eminent specialists within their respective domains appears to be improbable. The company's ability to select employees with specialisations closely aligned with its operational needs is facilitated by close cooperation with local educational institutions, the city employment centre, and online recruiting platforms.

Furthermore, the company operates a Mentorship Institute, which facilitates the on-the-job training of new employees under the guidance of experienced professionals. The collective impact of these initiatives is reflected in the enhancement of the workforce's qualification levels, as evidenced by the findings presented in Tabl. 1.

Table 1. Employee composition by qualification level at "Spetstekhosnastka" LLC, 2022–2024

Qualification level	Number of employees, people		
	2022	2023	2024
Highly qualified	162	136	173
Qualified	361	314	358
Low-qualified	69	61	73
In total	592	511	604

Source: compiled by the author based on [8]

The qualification level of employees is a pivotal factor in production efficiency. At this company, it is recognised that the professional development of team members constitutes an investment in both the present and future of the company.

Spetstekhosnastka LLC is committed to upholding a superior standard of employee proficiency through a meticulous training programme, the accumulation of experiential learning, and the cultivation of a culture of perpetual enhancement. The training programme is comprehensive, catering to all staff levels. This includes newcomers who are undergoing adaptation programmes, as well as experienced specialists who regularly upgrade their qualifications.

In the context of personnel recruitment at "Spetstekhosnastka" LLC, a formal criteria-matching approach is predominantly utilised. This method facilitates the objective evaluation of candidates based on their professional competencies, experience, and alignment with the position's requirements. The primary criteria for this study are as follows:

In the field of education and qualifications, the relevance of a specialty and the availability of necessary certificates or permits to perform specific tasks are of paramount importance.

The possession of prior experience in analogous roles or associated domains is an essential criterion for the position under discussion.

The possession of practical skills is indicative of an individual's capacity to work with technological processes, the utilisation of equipment, and adherence to safety standards.

The relationship between physical endurance and psychophysiological characteristics, and their alignment with job requirements, is a subject that merits closer examination. Job requirements

may include shift work or work under special conditions, and the ability to cope with these demands is of significant importance.

The following criteria are to be considered in order to ascertain the level of discipline and responsibility:

- The individual's willingness to adhere to labour regulations
- The individual's ability to comply with established instructions
- The individual's capacity for effective team interaction

This approach enables the enterprise to attract competent professionals, minimise staff turnover, and ensure the stability of the production process.

Typically, interviews with candidates for open positions consist of several stages:

Firstly, an initial interview with the HR manager is conducted, during which the candidate's compliance with formal criteria is assessed, motivation and expectations are clarified, and the candidate is introduced to the company, working conditions, and general job requirements.

Secondly, an interview with the potential direct supervisor is conducted. During this interview, the candidate's professional skills and task readiness are evaluated, their understanding of the company's processes is tested, and their compatibility with the team is assessed.

Thirdly, an interview with the department head (director) is scheduled, the purpose of which is to conduct a final assessment of the candidate's suitability, evaluate their strategic potential (growth prospects), and confirm the hiring decision.

As a result of the study and review of the personnel policy of "Spetstekhosnastka" LLC, the primary recruitment channels were outlined in Tabl. 2.

Table 2. Sources of employee recruitment

№	Sources	Share of the total number (%)	
		2023 year	2024 year
1.	Friends, acquaintances, relatives, parents	25,3	23,8
2.	Company personnel (internal recommendations of employees)	18,7	20,1
3.	Mass media (advertisements in newspapers, radio, announcements on billboards).	10,2	10
4.	Employees who accidentally found a job	12,5	13
5.	Ex-employees	7	6
6.	Employment Service	10	10,2
7.	Recruitment agencies	5,8	6
8.	Employees who are trained by an educational institution (and stayed for permanent employment)	11	10,8
In total		100	100

Source: compiled by the author based on [8]

The company employs a combination of conventional hiring methodologies and contemporary approaches to the identification of potential employees.

The results of the employee survey indicated that a considerable proportion of the staff were recruited through acquaintances, friends, relatives, parents, or former colleagues.

This finding suggests that the company places significant emphasis on recommendations and internal connections as key factors in its hiring practices. A number of employees joined the company subsequent to the completion of internships from educational institutions and subsequently remained as full-time employees. The discovery of employment opportunities for others was either serendipitous or achieved through direct communication with staff members of the company. Approximately 10% of employees were recruited through mass media advertisements and social media promotions.

Furthermore, "Spetstekhosnastka" LLC engages in active collaboration with employment services and recruiting agencies for the purpose of identifying and recruiting highly specialised personnel. Despite the fact that this channel accounts for a smaller percentage of hires, it nevertheless makes a significant contribution to the recruitment process. A further segment of the workforce comprises employees who had previously been employed by the company and subsequently returned, a development that may be indicative of the enterprise's growth, particularly with regard to the enhancement of working conditions and other benefits that have a positive impact on employee motivation.

A thorough examination of the available data indicates that the company employs a multifaceted recruitment strategy, encompassing both informal channels (e.g., personal referrals) and formal sources. This approach signifies a nuanced and adaptable HR policy, demonstrating a willingness to utilise a range of methods to meet its staffing needs.

At "Spetstekhosnastka" LLC, the following types of motivation are applied:

Material motivation constitutes the basis upon which a significant proportion of the relationship between employee and employer is established. The following elements are encompassed within the corporate structure:

It is imperative to consider the role of a satisfactory salary as a fundamental element in any remuneration structure. In the absence of a base salary, the effectiveness of any bonuses or additional remuneration is significantly diminished. It is imperative to ensure that remuneration remains commensurate with prevailing market rates.

Bonuses and incentive payments are awarded in recognition of the fulfilment of predetermined objectives, the excellence of work, the conservation of resources, the absence of defects, and other pertinent indicators. In the corporate structure, the remuneration supplement is equivalent to 15% of the tariff rate.

A grading system is defined as a transparent structure that outlines opportunities for professional growth and salary increases.

The issue of overtime pay is one of compensation for employees for their additional efforts.

A variety of additional remuneration is available for a number of specific working conditions, including those that are arduous or nocturnal in nature, as well as for the guidance and supervision of new employees.

In the event of an employee saving resources, improving processes, or submitting a rationalisation proposal, they will receive a monetary reward. All ideas proposed by employees are entitled to a fixed reward of UAH 200. Should the idea be reviewed and implemented by management, especially if it yields economic benefits, the employee will receive a significant reward (the amount of which will depend on the nature of the proposal).

One of the fundamental aspects of HR policy at "Spetstekhosnastka" LLC pertains to the cultivation of professional competencies among its workforce.

The enhancement of the qualifications of administrative and production staff is a vital factor in the improvement of labour productivity and the enhancement of the company's competitiveness.

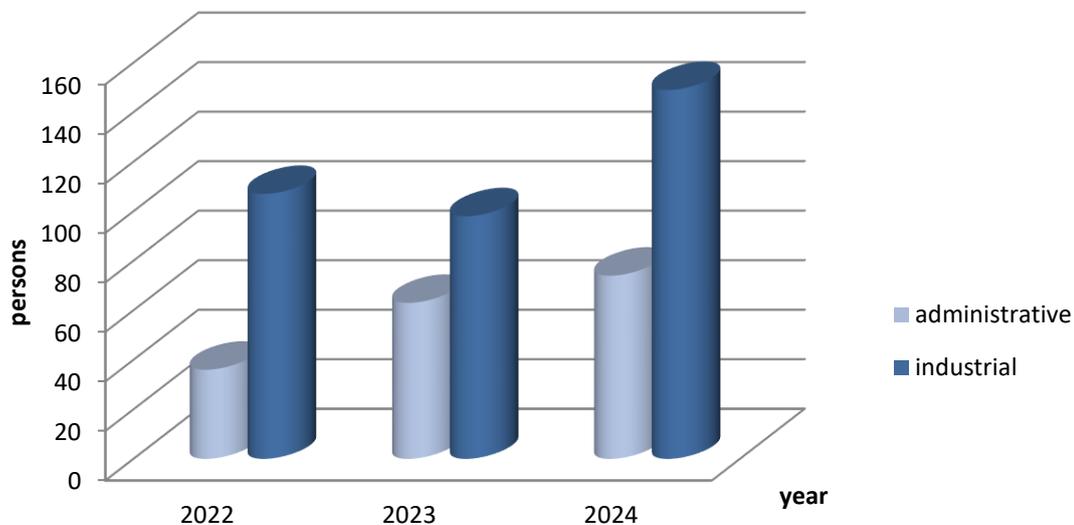
Notwithstanding the challenging circumstances currently being experienced by the nation, this company places significant emphasis on the training and upskilling of its employees (see Fig. 1).

In 2022, 36 administrative staff and 107 production employees underwent training. By 2023, there had been an increase in the number of trained administrative staff to 63, while the number of trained production workers had decreased to 98. In 2024, compared to 2022, the number of upskilled employees grew to 74 administrative and 149 production personnel, representing 205% and 139% increases, respectively.

The management of "Spetstekhosnastka" LLC is acutely aware of the significance of ongoing development and upskilling of personnel, and as such, dedicates significant resources to the training of its workforce.

The training process is categorised into three distinct domains:

As previously discussed in detail, the following training is to be provided to newly hired employees.



*Fig. 1. Personnel upskilling at "Spetstekhosnastka" LLC in the period from 2022 to 2024
Source: compiled by the author based on [8]*

The process of upskilling can be achieved through a variety of external courses and certification programs, including conferences, seminars, forums, webinars, online courses, and dual education formats.

The following internal training efforts have been employed: mentoring, in-house training sessions, case-based learning, and cross-functional learning.

Furthermore, the company fosters informal learning practices, encompassing knowledge sharing among employees, self-learning through resources such as books, videos, and articles, and skills development through hands-on experience.

At "Spetstekhosnastka" LLC, corporate culture plays a pivotal role in the effective management of human resources and the promotion of internal team cohesion.

In the context of organisational culture, internal communication is of paramount importance in facilitating effective information exchange between departments and employees. Furthermore, it has been demonstrated that this approach fosters trust-based work relationships, enhances employee motivation and improves teamwork.

The company's internal communication system is organised in such a manner as to ensure the transmission of core corporate values, goal alignment, and maintenance of a unified organisational work style.

The following elements have been identified as being of key significance to the corporate culture of "Spetstekhosnastka" LLC:

Adherence to labour discipline is of paramount importance.

Respect for internal regulations and work standards is to be encouraged.

Active employee participation in joint initiatives and corporate events is to be promoted.

Mentorship programs for new employees are to be implemented, with the aim of helping them quickly adapt and integrate into the team.

Emphasis should be placed on teamwork, mutual support, and openness in communication, with the objective of creating a positive psychological climate and strengthening internal unity.

Such cultural aspects have been shown to engender favourable conditions for improved labour productivity, professional growth, and the overall development of the enterprise.

The corporate culture that is in place has a significant impact on various aspects of the organisation, including but not limited to behavioural norms, job satisfaction levels, psychological comfort, and the degree of loyalty exhibited by employees towards the company.

The provision of support, fairness in treatment, and care on the part of management has consistently been demonstrated to have a positive effect on motivation and productivity.

However, a weak or merely formal corporate culture may result in psychological pressure, stress, or professional burnout, which can directly affect employee health and increase the number of sick leaves (tabl. 3).

Table 3. Number of Sick Leaves at “Spetstekhosnastka” LLC in 2024

Month	Number of temporary sick leave certificates
January	103
February	89
March	82
April	64
May	47
June	61
July	63
August	74
September	96
October	119
November	118
December	107

Source: compiled by the author based on [8]

The highest recorded rates were observed in October (19.70%), November (19.54%) and December (17.71%), which may indicate the influence of both seasonal factors and accumulated fatigue. This phenomenon is of considerable significance, as elevated levels of sick leave may be attributable not only to the epidemiological and political circumstances of the nation, but also to inherent organisational deficiencies, including a paucity of attention accorded to working conditions, workload, and the absence of adequate staff support mechanisms.

In conclusion. Therefore, it can be concluded from the analysis that the high rate of sick leave among the company's employees is not solely a consequence of seasonal morbidity and psychological distress, as well as the political climate in the country. It is also a potential indicator of latent issues within the company's organisational environment. This may be indicative of employee overwork, inadequate psychological support and an imbalanced workload.

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