FROM QUILLS TO QUARTERS – A MACABRE METAMORPHOSIS INTO THE MONIED MIRE

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Abstract

Human resources management is an obligatory input-output process in every business unit. Clumsy rules and procedures are an irritant to people's psychology, but sophisticated, long juridical texts guarantee and support this poorly effective application. Despite the solid volume, many laws have an interpretative character. The legal practice still makes negligent attempts to simplify and concretise the texts; however, only the ***digital path is the most direct way to clarify them. Recently trained individuals may not possess the experience necessary to secure a position in the labour market quickly. Digitalisation is also the route to workforce readiness to survive among the established authorities (a.k.a the big cats)****. This article explores whether* ***a robust software solution for storing data about the development of human resources could help ensure compliance with legal requirements.*** *The scope of the current article is limited to career growth in the private sector; however, by developing this new system, we believe that such a solution would be efficient, secure, and scalable with today's demands in all spheres of public life.*

Keywords: *algorithm, information, labour, law, management, solution, technology*

Introduction

Modern science and advancements in computer systems with artificial intelligence have various applications in business. Despite the technological world's claims of servicing people, many professionals feel it is a threat which tries to replace their labour. Meanwhile, organisations show little commitment to training their personnel. This reflects the individual's self-esteem and results in a lack of clear direction in their productivity. The departments of Human Resources have key functions in bringing recruiters' effectiveness and confidence back, but their decisions are limited by budget and company policy. So, finding an automated career development mechanism is on the agenda.

Employees are the most important company assets. In the past, different organisations relied on managers to encourage everyone in the team to bring their best thinking and energy to the task. Leaders are also part of the personnel who need specialised support in workers' management. It is relevant to consider their technological needs and attitudes in the era of digitalisation because such a study can provide important guidelines for creating motivational criteria for workers (Rialti & Filieri, 2024).

Liu's research (2021, pp. 2) quotes a statement, which claims that there are two types of human mindsets – **incremental or growth** and **entity or fixed**. According to the first category, learning leads to mastery, where results analysis helps with liability and tactics improvement. By contrast, the second kind of individual reckons intelligence is a fixed value and the assessment for smartness is directly proportional to performance (Liu, 2021). Both cases are risky for wrong self-esteem, like overestimation or underestimation. Computer-based algorithms could sort out these and many other organisational disadvantages, but according to Tankova (2024), digital globalisation, which refers to the movement of digital flows and mobility of ideas, information, and data, significantly destabilises the current global system. The author states that there is an **inversely proportional relationship between the digitalisation of processes and the interconnectedness of institutions, material things and people**. (Танкова, 2024, p. 15). Therefore, we consider that a modern but stable methodology of training specialists and computer-literate consumers can harmonise the observed imbalance.

Managing people is a practical ability and a personal purpose for building alliances between different characters and work specifics. Bringing optimisation to processes and schedules for more efficient and purpose-oriented achievements eliminates the causes of economic stagnation and legal misinterpretations. Institutional authority requires rationalisation, simplicity and clear social and labour policies. **Building on that, the main purpose of this article is to point out the core human resource functions that a complex software solution for career growth should perform**. To achieve that, the authors:

1. Make a literature review of contemporary challenges in personnel management and development.
2. Design a conceptual and logical model of a software solution for tracking human progress.
3. Develop UI screens for universal use across platforms.

1. State and Problems in Personnel Management and Training

Human Resources (HR) is a business division that implements the established policies of a company in recruiting job applicants, managing documents and contracts, controlling employees' effectiveness, and administering staff management processes and private data.

Traditionally, companies use an in-house Human Resource department, which performs tasks like searching, observing, recruiting or firing, training and examining job applicants. Outside vendors could also take these functions as well as adapt benefit and compensation programs following the strategies and visions of a company and its staff achievements. Specialists in human resources management support the organisational working process and keep up to date with any laws that may affect the company and its personnel (Kenton, 2020). Regardless of that, we consider the overly large legal framework or frequent regulatory changes at some point to become untraceable even for the best specialists. Therefore, the modern era aims to provide an understanding of AI-based software in HRM (Halid, et al., 2024). Enterprise management systems increase business performance and simplify data transfer; however, a stable level of competencies in modern software products facilitates the choice when buying or developing them.

Digital management of documents, employees, and interpersonal conflicts increases employees' needs for knowledge updates. The satisfaction of this need requires conducting regular meetings to exchange experiences. The collective environment is also suitable to showcase personal qualities and beliefs. It is also a place where the team learn how to be patient listeners, who both give and receive feedback. Gaining access to that form of knowledge management (KM) has become an undeniable structured system for capturing, organising, and disseminating information to drive efficiency and prevent valuable insights from being lost (Bakardjieva, et al., 2022; Nedyalkova, et al., 2018). Together, these elements shape a future where collaboration is seamless, workplaces are adaptive, and innovation is rooted in collective wisdom.

The last two decades of the 21st century transformed the reality of higher education institutions (HEIs) (Kooli & Abadli, 2021, p. 482). As a result, the management of human resources and education must correlate with each other to ensure the effective development and utilisation of human capital. Despite the availability of interactive opportunities, the share of unemployment and the economically inactive population remains high in many places (Herdiwiguna & Fadli, 2025; Puente, et al., 2025; Algül, 2024). In addition, the Earth's population is becoming a witness to overloaded healthcare systems and the government's

powerlessness to stabilise industries and sectors because of the unpredictability of factors like inflation, economic growth, health, and education (Herdiwiguna & Fadli, 2025).

COVID-19 also urged businesses and science to overcome such expected and unexpected challenges by working together to find new tools to deal with the harms resulting from insufficient human resources across vital economic domains like medicine, industry, education, etc.

Interaction is a traditional but effective way of attracting students' interest. Although the times of the pandemic and mass state restrictions prohibit personal contact, people are social creatures, so they find new alternatives, defined as meta-universes. The developers who work for large technological enterprises are professionals with long internships in solving difficulties to satisfy all sorts of users' preferences. The innovations establish new challenges in front of educational organisations, certified to prepare work cadres, even if the requirements for future specialists are also increasing.

Teaching is a vocation, so HR should keep those specialists motivated to deliver a qualitative educational service for present and future careers. HR departments do their best to frame new strategies for achieving progress; however, academic staff have to develop both teaching and scientific activities. In an article, based on a survey, we discover a similar example for a dual role in a teaching hospital, where the medics serve as clinicians as well as teachers (Singh, et al., 2013). The practitioners confess that they have not had any formal training as teachers, but what they learn them teaching is observing their mentors or teachers. The ever-evolving medical curriculum checks teachers' qualities as an assessment of their effectiveness because "a poor surgeon hurts 1 person at a time, but a poor teacher hurts 130" (Singh, et al., 2013).

Piwowar-Sulej (2021) finds pieces of evidence that industrial companies in Poland practice a short-sighted perspective when it comes to developing the potential of their engineers. Employees almost do not participate in the process of making training-related decisions, and environmental sustainability remains a neglected area of knowledge. In addition, cooperation with external educational institutions is low and has certain implications for HR managers and educational institutions (Piwowar-Sulej, 2021, p. 1). The tendency is valid for other countries. According to the content of some newer articles, the HR development traditions accent only on current needs, which disallow a long-term perspective and flexibility (Parzhanova, 2025; Rohatgi & Verma, 2024; Михалев, 2023; Piwowar-Sulej, 2021, p. 3).

Educational methods have to give guarantees for mental and physical health, and permanent professional occupation in a safe environment. The technological progress outruns

academic progress, but many institutions do not have the funds to purchase technological equipment and renew it at least every 5 years. There are also wealthy organisations that spend plenty of money on unreliable suppliers. The more they last, the more financing they receive.

There are some international programs for experience exchange; however, economic inequality makes some areas more developed and attractive than others. Social innovations are a good tool for the fair distribution of social services (Павлов, 2023), but in our opinion, the preparation of role-plays utilising software games or computer simulators is the most optimal way for the mentors to help the trainees recognise their interests and set professional goals.

Auditoriums have to represent a simulation of a real working environment. Educational institutions should adopt unified standards for technological installations and joint-venture programs to share resources more effectively. All nations have the right to access knowledge, but real growth in skills happens when countries and cities actively share their know-how. Partnerships make tech companies and schools more competitive.

Economic security faces unexpected forms of threat, including lockdown restrictions, travel bans, social distancing, the decline in customer demand, and the growth of the volatility index (VIX). The only escape for many organisations remains the digital space. Human Resource Development specialists or experts are strongly positioned to provide leadership and relevant advice in times of organisational change and uncertainty (Mavin, et al., 2007). Thirteen years later, the same statement is valid again, and Yawson (2020) proves it. In his opinion, the practitioners in HRD are one of the most reliable assistants in the restructuring of the company's mechanisms. The new arrangements have to adjust processes for remote working (McGuire, et al., 2021). Strategic human resource management (SHRM) contributes to a new knowledge-based economy and gives a competitive advantage to organisations. On the other hand, HEIs progressively adopt new calculative practices for measuring the standard of education through quality assurance protocols, teaching quality reviews and benchmarking (Kooli & Abadli, 2021, p. 482; Craig, 2014; Shore, 2008).

Anupa (2021) uses the attractive abbreviation HRIS to describe the way Human Resources Information Systems assist companies and influence fundamental hierarchical methodologies, cycles, and the presentation of individuals (Anupa, 2021, p. 22). Her outlook for advancing HRIS in the mechanisation of the key HR measures gives a good starting point for enhancing such systems in supporting activities like planning and preparation, data entry, document creation, workforce allocation, performance evaluation, and job analysis (Anupa, 2021, p. 22).

The efforts of the computer societies are centred on the development of both narrowly specialised and versatile types of software. Instant access to information, streamlined applicant selection, and user-friendly interfaces are the key objectives to enable more productive work through smart tools and an enhanced digital experience. It is also beneficial to include Artificial Intelligence (AI) that rationally consolidates all sources of the dataset and offers guidance supported by relevant references from both general regulations and legal statutes in a way that prevents errors.

The training of AI models uses flexible and dynamic discourses, but they have to be based on objective knowledge (Йорданова, 2023). However, it should be noted that the active positive law sometimes does not reach a generally accepted definition of the content of some terms (Христова, 2024).

The circumstances, described in the lines above, establish a new order in organising and training personnel, where the smart human factor transforms the environment into a sustainable digital mini-universe.

Human resources development (HRD) still debates whether its advantage is developing humans or resources. Many authors consider that a company can execute its strategic goals as soon as it starts improving employees' knowledge and skills (Susilawati, et al., 2025; McGuire, et al., 2021). Employees who cannot use the Internet effectively are unable to do an online search. It appears that plenty of information is a disadvantage too, because staff cannot distinguish relevant from irrelevant content. Younger people deal with new technologies easily. They have confidence in automation and hardly manage to classify the available content as disinformation or AI hallucination.

Those who study computer disciplines become very skilled in creating virtual solutions, which assist all sorts of people in their professional and leisure time. Nicely designed programs motivate, exercise and navigate users intuitively (Кирова, 2019). Inspiring ideas for a new generation of intuitive interfaces can be found in sources like projects, exhibitions and publications in the professional fields of 5 Technical Sciences and 8 Arts (Кирова, 2020). Some computer systems function as a tool for developing derivative software through a Graphical User Interface (GUI). New types of software modules and applications replace manual labour and settings with artificial intelligence techniques.

The emergence of order is shaped by the natural development of rules, which dictate how effectively its advantages are realised. The effectiveness of these spontaneous rules relies on the cultural, habitual, and societal values embedded within a community (Slaev, et al., 2022). In that regard, studies about unified policies for acquiring professional qualifications among

mentors and trainees (Михалев, 2023) also provide relevant guidance for software compliance with regulatory requirements. Based on the points discussed, it is clear that there is a need for complex software to track career developments from the training phase to implementation in the labour market.

2. A conceptual and logical model of a software solution for tracking human progress.

Technological architects and their smart and skilful executives are the core of modern changes, but their motivation depends on Human Resources Departments and company policies. Technologically prepared staff "design, develop, test, and evaluate integrated systems for managing production processes, including human work factors, quality control, inventory control, logistics and material flow, cost analysis, and production coordination" (Piwowar-Sulej, 2021; Frey & Osborne, 2017; Chao & Orr, 2000). Sometimes users or customers identify more errors or give better suggestions for improvement. Therefore, educators should try to bring four groups of competencies to each of their trainees.

Hecklau et al. (2017) define proficiencies as social (communication and cooperation); methodological (analytical competence, complex problem-solving, and decision-making); personal (willingness to learn); domain (digital networks, digital security, coding competence, process understanding, and interdisciplinary competence) (Hecklau, et al., 2017). The addition of intriguing functionalities in information systems can potentially build skills. Therefore, it is important to focus on specific criteria that would contribute to achieving the desired goal.

The objective may cover acquiring skills in one or several areas like teamwork, interpersonal communication, technical and computer literacy, situational adaptation, analytical thinking, marketing and sales, ideas and creativity, etc. The training by specialised software for the development and placement of personnel requires real networking. Observation of the user experience is one of the most reliable reviews that help software specialists design more intuitive and stock modules. The list of modules we propose is presented in Table 1, but it does not exhaust the possibility of expanding the scope of the software solution.

Table 1

Modules of a robust software solution for personnel training and placement

Module	Description
Labour administration	Personnel database and profile for tracking the employee lifecycle, the use of self-service portals or recording any other data, including absence, leave and shift, attendance, time tracking, etc.
Recruitment & talent development	Personalised Applicant Tracking System (ATS) with clearly defined screens for talent acquisition, job postings, background checks, interview scheduling, onboarding a new hire, etc.
Labour Assessment	Performance reviews, goal setting, feedback management, rewards and recognition, etc.
Payments	Payroll processing, salary management, compensation management, expense management, etc.
Learning & Development (L&D)	Learning Management System (LMS) for competency management with functionalities like e-learning, course catalogue, skill tracking and certification, career development, etc.
HR Analytics	Labour force trend analysis and forecasting, data visualisation and dashboards, custom reports, etc.
Legal Compliance	Law compliance, data protection (GDPR), equal opportunity, etc.
Employee Relations	Digital diaries for: grievance management, conflict resolution, disciplinary actions, internal communication, surveys, team building
AI assistant	Intelligent auto-based control for compliance with established policies

Source: Authors' work

The process of selecting and hiring personnel requires the system to provide **user roles** like a **job applicant**, **HR manager**, **employee**, as well as a **system administrator**. However, to reduce human workload, some of his controlling and operative functions could also be delegated to AI. The HR manager represents the company in hiring job applicants and takes responsibility for monitoring employees' presence and conscientious performance of official duties.

The manager is like a referee between employees and candidates, and from that perspective, some of the cases of using the system are for:

1. **Candidate Screening** – evaluating applications and qualifications.
2. **Interview and Selection** – conducting interviews and making informed legal decisions for hiring.
3. **Employee Onboarding** – setting up initial training and system access.
4. **Goal Setting** – defining objectives and expectations.
5. **Task and Performance Tracking** – monitoring work progress and key milestones.
6. **Achievement Recognition** – measuring accomplishments and contributions.
7. **Periodic Performance Review** – conducting evaluations and feedback sessions.
8. **Career Growth Planning** – planning promotions or training based on achievements.

The description is implemented through a Mind Map diagram as shown in Figure *1*.

Figure 1: Mind Map Diagram for AI-Powered HR Process Automation

Source: Authors' work

Social network analysis and modern IT tools offer a powerful approach to enhancing business processes (Иванова, 2024). By leveraging visual representations and key metrics,

organisations can effectively analyse workflows, uncover inefficiencies, and pinpoint areas for improvement and office automation (OA).

3. User behaviour and system performance in a live environment

Any comprehensive system has the potential to collect and analyse information. However, in large organisations, multi-layered solutions are the most effective. According to Georgieva (2024), a good reputation is essential for the success and long-term sustainability of high-quality products and services. It forms the foundation of trust and plays a vital role in attracting customers and partners, shaping their preferences, and turning them into loyal supporters with a strong sense of connection to the brand (Георгиева, 2024, p. 290). Therefore, the software, developed by the team of Varna Free University, monitors the development of educational and career paths, alongside indicators of loyalty to the brand, adherence to traditions and principles of the university patron Chernorizets Hrabar, and the preservation of a strong reputation. The software autonomously verifies compliance with established rules, striving to achieve the intended outcomes. In essence, the system acts as a guardian of the patron's vision, preserving and enforcing his legacy as if he were among us.

Chernorizets Hrabar was a brave Bulgarian monk and scholar from the late 9th and early 10th centuries, most renowned for his treatise "On the Letters". This work passionately defends the Glagolitic alphabet and early Slavic written culture against Greek detractors, also noting the prior use of "strokes and incisions" by pre-Christian Slavs. Although his true identity remains debated, with some theories suggesting the name was a pseudonym, it was indeed believed by some scholars that Chernorizets Hrabar could have been either Tsar Simeon I of Bulgaria himself or one of the students of Sts. Cyril and Methodius. The writing style was closer to Konstantin Preslavski's. There is a theory that Chernorizets Hrabar is not a particular person, but a definition for a literate, brave, black-robed man. For that article, we assume that Chernorizets Hrabar is the valiant black knight who fights with words. St. Cyril is famous for being a prominent polemicist, that is to say.

Tsar Simeon I, known as "Simeon the Great", ruled the First Bulgarian Empire from 893 to 927 AD. He presided over its "Golden Age" of immense military, territorial, and cultural expansion.

Regardless of who and what is behind this controversial figure, inspired by their work, we developed the software system in a design reminiscent of this cultural, spiritual, and territorial rise. By embedding the image of our patron, we attempted to recreate the Bulgarian ritual 'Embedding the Shadow', known in Balkan folklore and as far north as Transylvania and

Hungary. We made the entrance like a book, which is a window to the world and the university courtyard, as shown in Figure 2.

Figure 2: Design of a bilingual entry interface aligned with brand identity

Source: Authors' original work copyrighted by Varna Free University 'Chernorizets Hrabar'

The system is designed to prepare human resources for diverse development paths, and that is the reason it also uses various criteria for measuring the progress in the offered professional fields. We also added the BCG Matrix to track the market share of the specialists or their production. In the BCG Matrix, products or services are categorised into four groups based on their market share and market growth. Dogs are offerings with both low market growth and low market share, often signifying a declining presence. Question Marks (or Problem Children) are products or services operating in high-growth markets but currently holding a low market share, representing uncertain potential. Stars are the high performers, offering a high market share in high-growth markets. Finally, Cash Cows are products or services that dominate mature, low-growth markets with a high market share, generating substantial profits that can be reinvested elsewhere. An example of job categorisation is given in Table 2.

Table 2

Mapping Expertise: Sector Professionals in the BCG Growth-Share Matrix

Stars	**Cash Cows**
Operational-level specialists in IT, sales, project management, etc.	Senior staff and strategic management
Dogs	**Question Marks**
Managers at tactical levels	Trainees, new employees, etc.

The categorisation according to the BCG matrix is determined based on a solid file with data on diplomas, employment contracts, achieved professional results, etc. The system also has a specialised simulator module that monitors legal compliance for career growth.

After launching our career growth software, we've seen incredible success, not just in its seamless performance, but in the profound impact it has on the employees and students. Thousands of professionals have made it their go-to tool for tracking progress, assessing strengths, and discovering new opportunities. Seeing that the users thrive-land their dream job, secure promotions, and sharpen their skills has been the most rewarding part of this journey. Their enthusiasm fuels our commitment to continuous improvement, ensuring that the platform remains an essential companion for career advancement.

Conclusion

Companies rely on HR professionals to take all the responsibility for employees. Some authors consider that HR departments also have controlling functions, and they should also be liable for the workforce's results and financial policy. The transcription of foreign duties leads to conflicts between different specialists, who work in an in-house structure. Permanent processes neither need any form of creativity nor subjectivism. Nowadays, Artificial Intelligence completes such tasks, so it is recommended that more organisations provide robot coaches to their staff in future professions.

The growing complexity of human resource management (HRM) in contemporary organisations has highlighted the need for advanced, autonomous software solutions. A thorough literature review and empirical research indicate that existing HRM tools often struggle to effectively navigate evolving legal frameworks, leading to inefficiencies and compliance risks. Scholars and industry professionals alike emphasise the necessity for a solution that not only streamlines administrative processes but also provides intelligent guidance through ambiguous legal requirements.

Recognising this critical gap, our team with the necessary expertise and resources developed a fully operational HRM software system for versatile career development. This product functions autonomously, ensuring compliance with complex juridical texts while seamlessly assisting HR specialists in decision-making. By integrating advanced automation and regulatory navigation capabilities, the software enhances operational efficiency, mitigates legal uncertainties, and optimises workforce management. Our innovation thus represents a pivotal advancement in HRM technology, redefining the way organisations handle legal and administrative challenges.

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