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CONTENT ESSENCE AND CONCEPTUAL PRINCIPLES OF PERSONNEL DEVELOPMENT MANAGEMENT IN THE SYSTEM OF FORMING THE HUMAN RESOURCE POTENTIAL OF ENTERPRISES

The formation of human resources at modern Ukrainian enterprises is one of the most important management problems. Military operations in Ukraine have led to significant losses of labour resources, which has caused a shortage of workers of various levels of qualification and professional training. The low competence of the available labour force causes significant costs for companies to train and adapt employees. Under such conditions, there is a need to develop effective approaches to managing personnel development to ensure the long-term competitiveness of enterprises. The article presents modern approaches to personnel development management, focusing on the importance of integrating professional training, advanced training and employee motivation. Various development strategies are considered, including concentrated, diversified, integrated and motivational approaches. The need for a comprehensive implementation of a personnel development system as part of the strategic management of enterprises is emphasized. The author's position is based on a synthesis of existing theoretical concepts and practical approaches to personnel management in wartime conditions. The work summarizes and visualizes the conceptual principles of the process of personnel development management at modern enterprises, which should be widely used by Ukrainian companies. Human resource development should be considered as a multi-level and continuous process, which includes training, adaptation and professional growth of employees. This is a necessary condition for increasing business efficiency in an unstable environment. The article substantiates the need to integrate human resource development strategies into the overall management system of the enterprise to achieve its long-term goals.

Keywords: *personnel, enterprise, personnel development, personnel development management, human resources potential, intellectual capital, personnel management, personnel development strategy.*

Statement of the problem. Formation of personnel potential at modern Ukrainian enterprises is one of the difficult management problems. Military actions on the territory of Ukraine led to the fact that human losses became so large-scale that domestic business began to experience an acute shortage of workers of completely different professions and levels of training. At the same time, there is currently an imbalance of the labor force in the context of the need to fill vacant male positions with women, and the low level of training and professional qualifications of those persons who remain on the labor market and can be available for employment by modern companies leads to the need for economic entities to spend significant financial resources for their training, preparation and adaptation to the professional environment and performance of job duties. Therefore, we have a situation where the need for competent and experienced personnel with a high level of professional qualification significantly exceeds the supply. In such conditions, the company's own employees become a source of replenishment of the personnel resource, which should begin rapid movement in the organizational structure of companies along individual career trajectories, although they currently do not have the necessary qualifications and competences. Therefore, the question arises for the management staff of Ukrainian enterprises, how, with minimal expenditure of time and other corporate resources, companies can prepare a highly qualified specialist for their economic needs, adapt him to the specific requirements of the future position, etc.

In view of the given facts and resonant problems of personnel management of enterprises of Ukraine in the conditions of wartime risks, the topic of the study is relevant and may be interesting to both theoretical scientists and practical specialists.

Analysis of recent research and publications and identification of part of the previously unsolved problem. In modern business conditions, personnel development is part of the process of its adaptation to business process transformations, especially in the digital environment. The level of personnel development can significantly change personnel risks, which pose a problem for effective management of the financial and economic security of Ukrainian companies [1]. Domestic scientists approach the issue of personnel development from different positions and study the possibilities of its solution from different research positions. For example, Anishchenko V. O. defines the role of personnel soft skills in building the trajectory of their personal and professional development [2], Babchynska O. I. offers an author's mechanism for managing personnel development at innovatively active enterprises [3], Vasyutkina N. V., Samitov R. O., Kolisnyk M. O. study the possibilities of forming a system of personnel development of enterprises on innovative principles in the conditions of digitalization of the economy [4], Gudz M. V. traces personnel development in the conditions of digitalization [5], Domchuk O. M., Boguslavskaya S. I. trace the influence of modern trends in medical management on the selection and development of managerial personnel [6], Zachosova N. V., Koval O. V., Bayker M. V. propose to consider the processes of personnel development and human resource potential as elements of strategic management of the financial and economic security of a business entity [7], Malinovska Yu. B., Spichenko S. P., Gonchar V. O., Grupsky R. M., Dzhura I. I. propose integrated strategies for management and development of personnel of enterprises in conditions of globalization and uncertainty [8], Taran O. M., Serbin V. V. identify modern trends and technologies in personnel development strategies [9], Topishko N. P., Dushko N. I., Galetska T. I. demonstrate modern approaches to managing the professional and personal development of personnel of IT enterprises, based on the experience of the company "Softserve"), Fedotova T. A. conducts a fundamental analysis of personnel development in the system of developing an effective mechanism for using the internal potential of the enterprise [10], and the results of her research closely correlate with the topic raised in this article; Shashkova N. I. studies the features of the personal development of a manager in the context of the ideological crisis of management concepts [11]. At the same time, the conditions that have developed in Ukraine at the level of business management demonstrate the lack of effective comprehensive approaches to ensuring high quality and effectiveness of personnel development to ensure their professional suitability to counter threats and risks of wartime.

The purpose of the article is to specify the substantive essence and generalize the conceptual principles of personnel development management in the system of forming the personnel potential of modern enterprises.

Presentation of the main research material. Based on a wide array of information from the scientific literature, presented in professional publications of domestic researchers [3-10], we specify the concept of personnel development, establish its content and semantic connections with other definitions of personnel management process terms.

Vasyutkina N. V., Samitov R. O., Kolisnyk M. A. believe that the concept of "personnel development" should be considered as a continuous process of improving the quality characteristics of employees to ensure their harmonious development and increase the effectiveness of the organization as a whole in the short and long term [4, p.33].

Polishchuk O.Yu., Polyak K.Yu. claim that "the concept of "personnel development" is used to define the set of measures of management bodies and the actions of officials aimed at achieving qualitative and quantitative changes in the personnel composition. Personnel development is also a set of activities that includes professional training of school graduates, retraining and advanced training of personnel, career planning of the organization's personnel. The goal of personnel development is to provide the organization with well-trained employees in accordance with its goals and development strategy. Therefore, personnel development is a process that requires interaction from employees and the organization, which expands knowledge, skills, abilities and guidelines, which are necessary for solving current and strategic tasks [13, p.20].

So, at the theoretical and methodological level, the concept of personnel development is defined as a systematic, purposeful and permanent combination and implementation of the processes of formation, improvement, optimization of personal, professional, and social competences of an employee. The content of this category is based not only on the training and improvement of a person's qualifications, but also on the formation of appropriate working conditions by the company's management. The resources available at the enterprise should provide opportunities for self-development and realization of the professional and creative potential of employees and guarantee the ability to develop the skills of their adaptation to changes in the external and internal environment of the business entity.

According to the system approach, personnel development is identified as an integral part of the strategic management of the enterprise. Thus, the process of professional development of team members focuses on the achievement of long-term goals by the company, and therefore the specific tools for training or upgrading the employee's skills are chosen by the management in view of what strategic guidelines are planned to be achieved in the future.

From the point of view of a comprehensive approach, staff development means the simultaneous and uniform increase of their own professional skills and soft social skills. This approach is aimed at the harmonious development of the employee as a professional in his position, and as a person - a member of the company's team. The main goals of initiating the process of personnel development by the management of a business entity can be both increasing the level of professional competence of employees, in order to guarantee their compliance with the needs of a specific position, and increasing the level of corporate culture in the company as a whole, because every employee is part of a team, intellectual capital, personnel resource of the organization, and its achievement is a contribution to the progress of the entire team.

Figure 1 demonstrates the conceptual principles of personnel development management.

Personnel development is a basic element of the mechanism for supporting sustainable economic growth and increasing the efficiency of business processes [5, p.115]. In view of this, personnel development should be a continuous process, which is caused by the rapid change of the external environment and fierce competition on the market, therefore, a necessary condition for the effective functioning of any business entity is the formation of a complex mechanism for the development of its personnel [3, p.83].

In scientific studies, different models of personnel development are distinguished: technocentric, bureaucratic, sociocentric, participative, knowledge-oriented [3, p.83-84]. The modern paradigm of personnel development management is formed on the following aspects:

- recognition of the high value of information and knowledge, the carriers of which are people, is characteristic;
- increasing the need for specialists ready to perform multi-component tasks;
- growing role of development of general skills and abilities;
- growing role of investments in personnel development [5, p.113].

Vasyutkina N. V., Samitov R. O., Kolisnyk M. AT. believe that "among the strategies that coordinate and outline a certain model of actions aimed at forming a set of requirements for personnel and the level of efficiency of their work, which is necessary for the enterprise to achieve its goals, it is possible to single out: a strategy for continuous development of personnel, leadership development, knowledge management, encouraging self-development of personnel, use of "ready" workforce, training at the workplace" [4, p.35].

O. M. Taran, V. V. Serbin offers the following strategies for the development of personnel of modern enterprises.

The strategy of concentrated development is the focus of which are strategically important employees of the enterprise, the basis of its intellectual capital. Therefore, the essence of this strategy is that precisely such employees, the "stars of the team", deserve the greatest opportunities for personal and professional development, since the key financial and economic indicators of the company depend on the effectiveness of their activities.

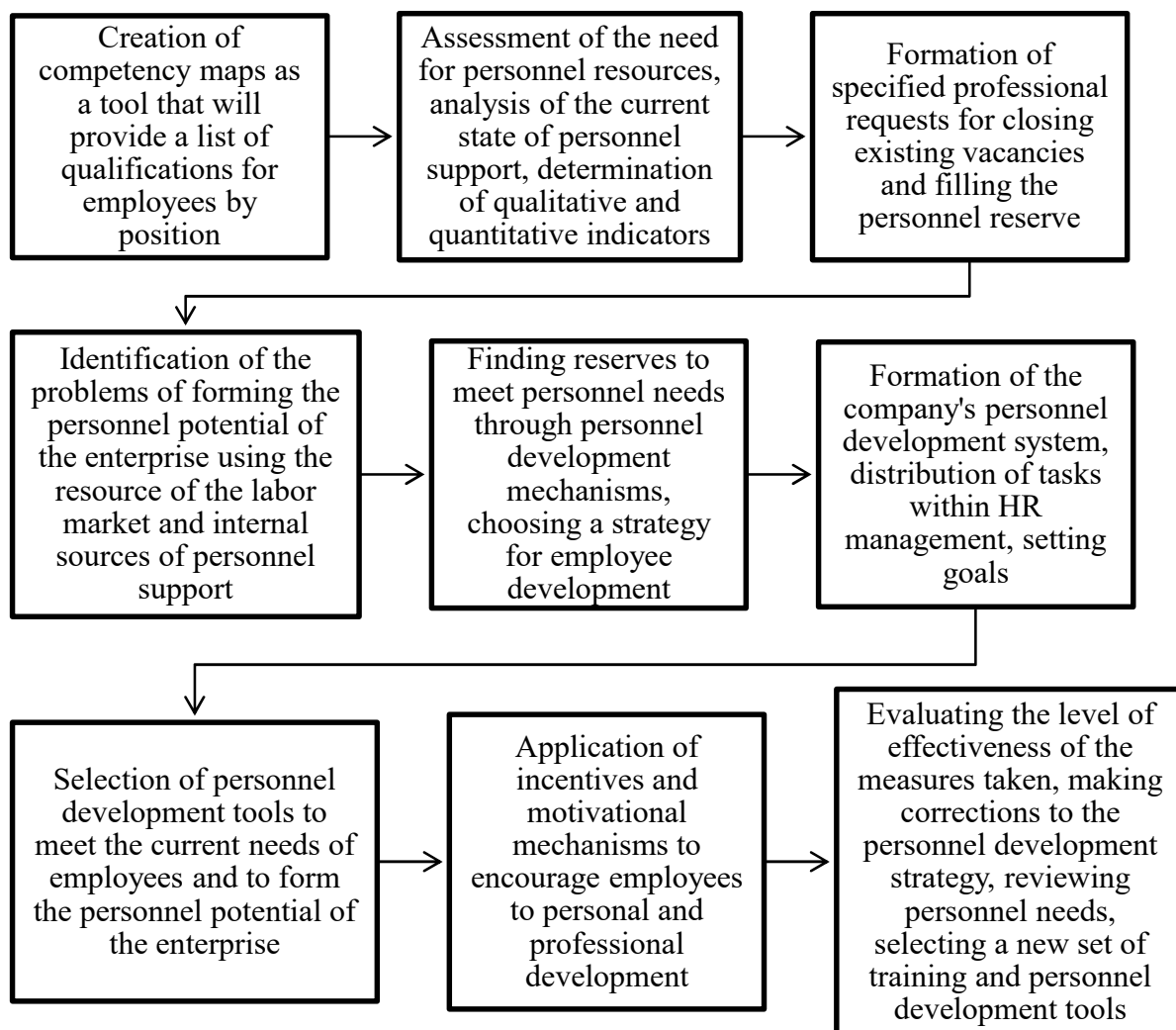


Figure 1. – Conceptual principles of the personnel development management process
Compiled by the author

The strategy for the development of potential employees is aimed at forming a high-quality reserve of personnel and training potential candidates for positions that can be filled quickly and without additional training in the future.

The strategy of diversified development of employees - involves the formation of the personality of a specialist capable of multitasking and performing various types of work with a high level of professionalism in each professional direction, which provides a constant opportunity for personnel rotation.

The strategy of integrated personnel development - this strategy is based on the idea of harmonious development of teams, departments, groups of employees who can help each other and replace each other in the future.

The qualification strategy – provides for the permanent assessment of the professional skills, professionalism, qualification of the employee for the position he holds and the development of individual innovative programs for his development based on this information to compensate for the identified deficiencies in knowledge and competences.

The motivational strategy combines the processes of assessing the needs of the enterprise in personnel resources of appropriate qualifications and encouraging the employees available in its staff so that they have a desire to learn, develop and, thanks to this, meet the ever-growing requirements of the company for the quality of its staff and the level of knowledge and skills his representatives

Choosing a specific personnel development strategy is a task of the company's management, which is implemented by it taking into account the goals of the general strategy of the business entity's

operation. To implement such a strategy at the applied level, a personnel development system is usually formed. In turn, the personnel development system is a set of organizational structures, methods, processes, and resources necessary for effective performance of personnel development tasks and optimal satisfaction of employees' needs for self-realization, professional development, and career advancement [4, p.33].

The main modern principles in the formation of effective personnel development can be: consideration of individuality, mutual understanding and interest of the company and the employee in career development opportunities, multi-level and diverse material and moral stimulation, the obligation to ensure the professional growth of the company's employees, ensuring the socio-psychological climate in the team, ensuring objectivity in company management, etc. [9, c.720].

The conceptual principles of personnel development management in the system of forming the personnel potential of the enterprise are based on current and accessible forms and methods, specific practices of personnel development. These include: training, which can be implemented through a system of trainings, seminars, advanced training courses, and in modern conditions of digitalization of economic relations and business processes - and through online education. Also, an effective form of personnel development at the applied level is personnel rotation, which aims to change positions or functions of an employee to expand his experience and acquire skills for performing tasks that are traditionally characteristic of another position or level of managerial responsibility. This approach makes it possible to form a complex personality of a specialist, to develop not only his basic, professional, but also additional skills, to move to the T-specialist model.

Coaching and mentoring tools, which provide for individual work of young specialists with experienced specialists and mentors from among the company's experienced employees, are becoming more and more widespread in the personnel development system. Some modern enterprises actively use shadowing at the initial stage of integration of the employee into the organizational structure and corporate culture of the business entity, in particular, to form his understanding of his immediate goals and tasks at the workplace.

In the conditions of remote employment and online work, self-education as an element of the personnel development system has gained significant popularity. The company's management remains tasked with finding ways to encourage employees to use this opportunity for their professional and personal development, which is appropriate in modern conditions.

Theoretical models of personnel development are united by modern scientists into three conceptual directions. The first direction is implemented through the model of competencies, according to which the employee's development is built on the basis of information obtained during the analysis and improvement of the competencies necessary for his position. The second direction is represented by the model of continuous learning (LLL), according to the postulates of which the development of personnel continues throughout his life, both in the enterprise and in the physiological sense. The third is a model of organizational training, within which personnel development is considered in the context of training the staff of the entire company as a single, integral "personnel body", an element of resource provision for the activity of a business entity and an object of the organization's management system.

So, conceptually, personnel development in the theory of management science is an important component of the management of a business entity, which is implemented to ensure the effectiveness of the human resources management process. The development of the company's personnel is traditionally aimed at preparing employees to perform professional tasks that are rapidly changing and taking on new forms in the conditions of dynamic transformation of economic systems and society as a whole.

Conclusions and prospects for further investigations. Having studied the substantive essence and conceptual principles of management of personnel development in the system of formation of personnel potential of enterprises, the following conclusions can be drawn.

1. At the theoretical and methodological level, the concept of personnel development is defined as a systematic, purposeful and permanent combination and implementation of the processes of formation, improvement, and optimization of personal, professional, and social competencies of an employee. The content of this category is based not only on the training and improvement of a person's qualifications, but also on the formation of appropriate working conditions by the company's

management. The resources available at the enterprise should provide opportunities for self-development and realization of the professional and creative potential of employees and guarantee the ability to develop the skills of their adaptation to changes in the external and internal environment of the business entity.

2. Personnel development is an important direction of modern management of organizations and one of the vectors of strategic management, the purpose of which is to improve the staffing of the enterprise. Formation of the personnel potential of the company, which will consist of employees with appropriate qualifications, with a high level of development of professional and personal knowledge and skills, is an important task of HR management. The formation of personnel potential is a necessary element to cover the prospective needs of the enterprise in personnel capital, which will be necessary for it on the way to achieving strategic guidelines within the limits of financial and economic activity.

3. Management of personnel development is a multifaceted process that combines the use of professional training tools, methods of retraining and improving the qualifications of employees, determining the trajectories of their career growth, as well as modernization and updating of their general professional and social skills. Ideally, the modern personnel development process is focused not only on meeting the needs of the company's personnel resources, but also on the harmonious development of its employees as specialists and team members.

4. Modern concepts of personnel development are based on the application of such tools by the company's management as education, self-education, coaching, mentoring, rotation, shadowing, mentoring, etc. The combination of the listed tools in various combinations can increase the efficiency of the personnel development process, but they also contribute to the formation of qualified human resources of the enterprise, capable of adapting to environmental changes and solving strategic problems of the company. Timely and strategically oriented personnel development is a condition for ensuring the competitiveness of the economic entity in the conditions of dynamic changes in the market environment.

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ЗМІСТОВА СУТНІСТЬ ТА КОНЦЕПТУАЛЬНІ ЗАСАДИ УПРАВЛІННЯ РОЗВИТКОМ ПЕРСОНАЛУ В СИСТЕМІ ФОРМУВАННЯ КАДРОВОГО ПОТЕНЦІАЛУ ПІДПРИЄМСТВ

Вступ. Формування кадрового потенціалу на сучасних українських підприємствах є однією з найважливіших управлінських проблем. Воєнні дії в Україні призвели до суттєвих втрат трудових ресурсів, що спричинило дефіцит працівників різного рівня кваліфікації та професійної підготовки.

Низька компетентність доступної робочої сили обумовлює значні витрати компаній на навчання та адаптацію співробітників. За таких умов постає потреба у розробленні ефективних підходів до управління розвитком персоналу для забезпечення довгострокової конкурентоспроможності підприємств.

Мета. Метою дослідження є конкретизація змістової сутності поняття розвитку персоналу та узагальнення концептуальних засад управління цим процесом у системі формування кадрового потенціалу підприємств.

Результати. У статті представлено сучасні підходи до управління розвитком персоналу, акцентуючи увагу на важливості інтеграції професійного навчання, підвищення кваліфікації та мотивації працівників. Розглянуто різні стратегії розвитку, зокрема концентрований, диверсифікований, інтегрований та мотиваційний підходи. Наголошено на необхідності комплексного впровадження системи розвитку персоналу як частини стратегічного менеджменту підприємств.

Оригінальність. Авторська позиція базується на синтезі існуючих теоретичних концепцій і практичних підходів до управління персоналом в умовах воєнного часу. У роботі узагальнено та візуалізовано концептуальні засади процесу управління розвитком персоналу на сучасних підприємствах, які доцільно широко використовувати українським компаніям.

Висновок. Розвиток персоналу слід розглядати як багаторівневий і неперервний процес, що включає підготовку, адаптацію та професійний ріст працівників. Це є необхідною умовою підвищення ефективності бізнесу в умовах нестабільного середовища. У статті обґрунтовано необхідність інтеграції стратегій розвитку персоналу в загальну систему управління підприємством для досягнення його довгострокових цілей.

Ключові слова: персонал, підприємство, розвиток персоналу, управління розвитком персоналу, кадровий потенціал, інтелектуальний капітал, управління персоналом, стратегія розвитку персоналу.

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