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Personnel development strategy as a way to ensure enterprise competitiveness

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Abstract. The investigation and research conducted on ensuring the competitiveness of enterprises have shown that the strategy of personnel development, particularly its adaptability to the instability of environmental factors, has a significant impact on their level. One of the crucial elements of a company's success is the careful selection of personnel based on their relevant competencies. These competencies should be developed while achieving the company's goals and be monitored and evaluated. The purpose of this study was to identify areas for the development of the company's human resources and to develop an effective human resources development strategy to ensure efficient and competitive operations. This study employs grouping, synthesis, and analysis to determine the primary competencies and factors affecting the personnel development strategy, alongside the methods of modelling and strategic diagnostics. The article provides a systematic approach for devising a personnel development strategy for an enterprise. It is based on a comprehensive study and analysis of factors that promote productive employee activity, especially on personal professional competences. The primary skills of production personnel in an enterprise are classified by their level of contribution to the personnel strategy, ranging from corporate to functional. This paper outlined the algorithm for developing and implementing a human resource development strategy that is in line with the modern world order and its challenges. The study determined the steps to implement the personnel development strategy of the enterprise within the context of active social communication and information activities. The grouped indicators that influence the strategy of the company's human resources development will allow considering the personal, social, and economic trajectories of the company's human resources development in the context of employee motivation to ensure high performance and competitiveness on the market

Keywords: personal qualities; competences; social factors; motivation

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Introduction

In today's competitive environment, it is important for businesses to ensure not only efficient operations, but long-term staff development. The rapid development of the external business environment causes an urgent need for the company and its staff to adapt to these changes. Proper planning, clear organisation, proper motivation, and an effective system of control over the work of the company and its human resources determine the efficiency and effectiveness of the company's activities and its level of competitiveness.

Human resources are the key link and driver of the company's development. It is vital to bring together competent and dedicated employees into a team that is committed to the company and their own personal development. When examining personnel development in the context of current competitive factors, it is recommended to identify current issues and problems that have already been studied but require further investigation

M. Armstrong (2020) made a noteworthy contribution to the research on the components and factors of staff development. Internal and external factors in human resources management are highlighted, which allows simplifying the analysis of the environment in the system of developing a personnel development strategy and identifying strengths and weaknesses in the development of the organisation as a whole.

Thus, M. Zos-Kior and M. Semenyuta (2020) formed the key goals of implementing the personnel strategy and identified the tasks of strategic personnel development, based on the provision of personnel according to the firm's strategy, the specific features of forming the internal environment of the organisation and eliminating contradictions in personnel management.

O. Mantur-Chubata *et al.* (2022) structured the main components of the management of professional development of enterprise personnel, which helped analyse them according to the main management functions and to highlight the main tasks of the personnel development strategy in implementing each individual function. Based on the proposed tasks of implementation of the enterprise's personnel development strategy, the stages of their implementation are defined, and special attention is paid to the training of employees.

V. Voronina (2021) investigated the role of the enterprise's personnel development strategy in the strategic management system. The study proposes a methodology for assessing the effectiveness of training and development of personnel and considers the stages of implementation of this methodology. It was found and substantiated that the success of strategic management largely depends on and should be based on an effective system of personnel management strategy.

Typically, researchers focus on the importance of the organisation's human resources, the formation of a human resources development strategy based on the key competencies of employees, and the proposal of an algorithm for the development and implementation of a human resources development strategy for companies.

Numerous studies by foreign and Ukrainian researchers have been devoted to the development of organisational staff. One notable foreign researcher is M. Armstrong (2020), who in his research paid a significant role to the problems of long-term personnel development, specifically the possibility of providing the company with personnel under the influence of changing factors of the external environment and the internal environment of the organisation.

According to G. Mintsberg's (2018) research about management styles in different organisations, a successful manager plays a vital part in developing the personnel of the company. The research suggests specific areas of employee development based on individual characteristics and qualifications.

P. Druker (2020) investigated the impact of each employee's productivity on the performance of the organisation as a whole, which in turn affects competitiveness.

Further development is needed in effective organisation and motivation of the company's personnel, based on the strategic priorities of the company's development and its competitive advantages.

The purpose of this study was to identify areas for the development of personnel of enterprises based on key competencies and personal qualities of employees and to develop a strategy for personnel development to ensure efficient and competitive activity.

Materials and Methods

The works of the authors upon which this study is based are worth noting: theoretical aspects of strategic management of personnel development by R.A. Noe *et al.* (2017), V. Voronina (2021), N. Havkalova (2020), M.R. Buckley *et al.* (2019), S. Stoyanova *et al.* (2019), H. Adoli & J.M. Kilika (2020), the issue of staff development as a factor in ensuring the competitiveness of the enterprise (Kosova *et al.*, 2022; Zos-Kior & Semenyuta, 2020; Lazorenko, 2021).

When examining the trends in the company's personnel development, the study employed methods such as synthesis, analysis, modelling, and interviews to process a more extensive range of sources.

To consider the features of the enterprise's personnel development strategy, the methods of generalisation and systematisation were used. The process of developing a personnel development strategy was formed using the analysis and grouping method.

The system analysis was used to identify the main environmental factors and the specific features of their impact on the activities of enterprises and personnel development. An important stage was the identification of methods for evaluating the company's personnel, as well as the description and improvement of the employee evaluation algorithm, for which purpose the grouping and abstract-logical methods were used.

A survey of employees was conducted to obtain information on the main competencies and components of the

impact on the efficiency of work performed, which was obtained through questionnaires and interviews. The survey was conducted among employees of state-financed institutions (educational institutions), trade and manufacturing enterprises, and catering establishments. Employees were asked questions orally, and some filled out questionnaires. In total, about 40 employees took the survey. Upon analysing the respondents based on their professions, one may observe that they include teachers, sales managers, administrators, salespeople, warehouse workers, and cooks. The use of these methods allowed getting answers to the following questions:

What is the level of employee satisfaction with their work?

What factors affect their productivity?

What motivates them to develop professionally?

What is the psychological atmosphere in the team?

Strategic diagnostic methods were used to analyse the competitive environment of enterprises.

Research involving human subjects was conducted according to the norms of the Declaration of Helsinki (1975). All participants were fully informed that anonymity was assured, why the study was being conducted, how their data would be used, and the risks involved.

Graphical and tabular methods are used to visualise the results of the study and to interpret the classifications and groupings of the indicators under study schematically.

Results and Discussion

The importance of personnel development in an enterprise's operations is driven by changes in the business environment, which encourage management to take measures to unleash the personal potential of employees and increase their ability to make a significant contribution to the organisation's performance. To ensure proper and effective personnel development, it is important to develop and implement a personnel development strategy as part of the company's existing strategy. This allows setting a clear goal and formulate long-term personnel development objectives. Management outlines the course of staff development, and employees themselves, seeing the prospects for their own development, are motivated to be more

productive in a particular organisation and become committed to the company and its goals.

The overall results of the survey on employee job satisfaction show a variety of responses. Most employees (approximately 60%) express average job satisfaction, indicating that their feelings fluctuate depending on the circumstances. Approximately 20% of respondents are highly satisfied with their work and say that they find real satisfaction in it and achieve personal development. Another 20% showed a low level of satisfaction, citing mismatched expectations and routine tasks. The factors affecting labour productivity were diverse. Most employees (approximately 70%) noted the importance of clear communication, opportunities for professional development and recognition of their contributions. Favourable working conditions (for 60% of respondents) and the possibility of work-life balance (for 50%) also have a significant impact. The motivation for professional development is mainly related to the desire to achieve greater expertise and career growth (approximately 65%). Personal satisfaction from learning and development is important for 25% of employees, while 10% showed less interest in professional growth. With respect to the psychological atmosphere within the team, almost three quarters of the respondents (about 75%) stated that the work environment is friendly and supportive, and that it fosters cooperation and mutual support. Nevertheless, about 20% reported instances of conflict or tension that affect the overall comfort of the work environment. The availability of opportunities for social interactions and joint activities was positively assessed by more than half of the respondents. Overall, the survey highlights that satisfied employees and a favourable working environment are key aspects to increasing productivity and professional development in an organisation.

M. Armstrong (2020) suggests that devising a human resources development strategy involves identifying the external and internal factors that influence staff. Based on this, management methods can be proposed for both direct and indirect influence on company employees, which can contribute to the organisation's staff's continuous development (Fig. 1).

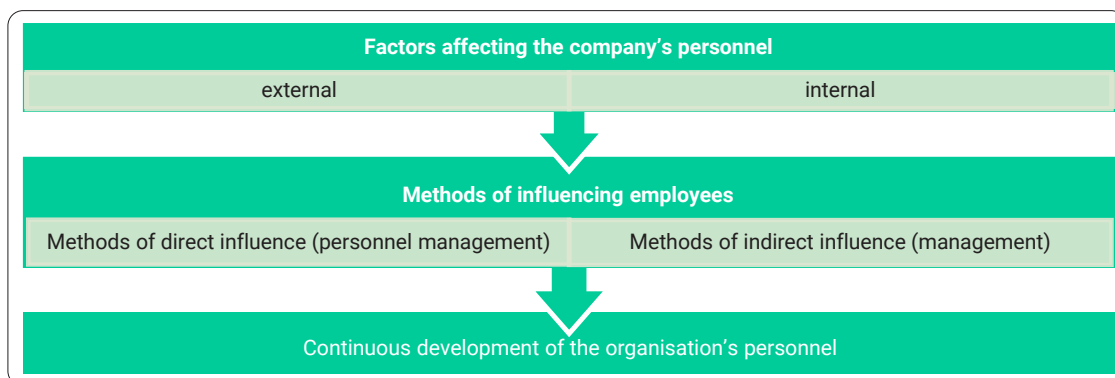


Figure 1. The process of developing a personnel development strategy

Source: compiled by the author based on M. Armstrong (2020)

External factors include social, economic, political, environmental, financial, and technological ones. Internal factors include management, vision, structure, culture, and strategy.

Considering the methods of influencing employees in the process of implementing the human resources development strategy, the methods of direct influencing define the particular functions of managers in the interaction with employees and in the use of methods of influencing employee behaviour, while the methods of indirect influencing are aimed at developing, implementing and evaluating the effectiveness of recruitment, evaluation, remuneration and development of employees.

While developing an HR strategy for an organisation, it is necessary to align it explicitly with the organisation's goals, mission, and objectives, while considering the factors of the external and internal environment, as well as the personal qualities and abilities of each employee and their motives. According to the consideration of social factors of management, there are 4 main goals of implementing a personnel development strategy: employees' contribution to the work performed, staff placement, competence, and commitment (Zos-Kior & Semenyuta, 2020).

One of the aspects of this process is the need to explain to employees the importance of each of them and their work in achieving the organisation's goals and objectives, thanks to their competence, dedication and correct placement of personnel at all stages of the enterprise's activities. Once the goals of personnel development have been set, it is important to understand and formulate the tasks in this process.

The personnel management process involves supplying the enterprise with the required personnel based on its priorities; creating an internal organizational environment where values, needs, and culture stimulate human resources reproduction; resolving centralization-decentralization issues in staffing; efficiently organising work; motivating employees as per the company's growth strategy and designing an adequate employee monitoring system.

More specifically, L. Lazorenko (2021) proposes ensuring staff development by accomplishing the following tasks: arranging professional training for employees, creating favourable conditions to ensure effective staff work and implementing a flexible postgraduate education system; organizing production-based adaptation for personnel, professional development and qualification promotion to achieve strategic management goals; ensuring that the employee's abilities, interests, and skills, as well as their educational and professional potential, are fully utilised for implementing innovations and advanced technologies in practice, thereby increasing the flexibility and competitiveness of the organisation in the market; evaluating and certifying personnel, fostering positive attitudes towards the organization and its management through deliberate career planning for employees, effective material and non-material incentives for their development, and increasing the organisation's prestige and attractiveness among young people and other population groups. The personnel development strategy is a component of the enterprise's

personnel strategy and is aimed at addressing the following issues: determining the quality of personnel, developing criteria for recruiting employees, forming the structural and staffing table of the enterprise, and identifying areas for advanced training of certain categories of employees (Lazorenko, 2021; Shaulska *et al.*, 2021).

In the current economic climate, there are growing demands on staff in business enterprises. In today's labour market, it is not enough to have high qualifications and professional skills; personal qualities and abilities are also valued, and these, combined with qualifications, make an employee competitive and sought-after in the labour market. Making timely and effective management decisions is vital while being influenced by various factors of the micro and macro business environment. It is important to have a prominent level of stress resistance and adaptability to the activity.

It is common for students to receive theoretical training with only partial practical exposure to current industry standards. As a result, they may face difficulties in adapting the knowledge they have gained to the specific activities and delegated powers within a company once they start their career after graduation. Employees should remain open to learning and be willing to improve their knowledge about their roles. When motivated, experienced employees who love their job and work towards achieving organisational goals take on the role of a coach, it can become a highly effective staff development strategy.

Besides having the necessary qualifications, an employee should have certain personal qualities and abilities. These include organizational and communication skills, quick response time, adaptability to change, loyalty, and willingness to move when required. It is also important to continuously improve your business and personal qualities, develop your labour and innovation potential, be ready to take on delegated powers and extra tasks, have a desire for professional growth, and work cooperatively with others in the team. Supporting business ethics, following labour discipline, and adhering to organisational culture are also essential.

When developing a personnel development strategy, it is advisable to consider the following alternatives: investment strategy, incentive strategy, and engagement strategy.

The author of this study proposes to implement the above-mentioned type of strategy at enterprises according to the algorithm presented in Figure 2.

When implementing the personnel development strategy, the authors of this study propose to follow these aspects: professional training of personnel, career management, formation of a personnel reserve, and development of organisational culture. All these activities aim to develop not only professional abilities and qualifications but also to ensure that the organisational culture of the enterprise, including common values and traditions, is developed. This helps to create and develop a stable workforce that is focused on achieving common goals and objectives.

When implementing the above areas of personnel development, it is worth noting the indicators that will affect the quality of the personnel development strategy (Fig. 3).

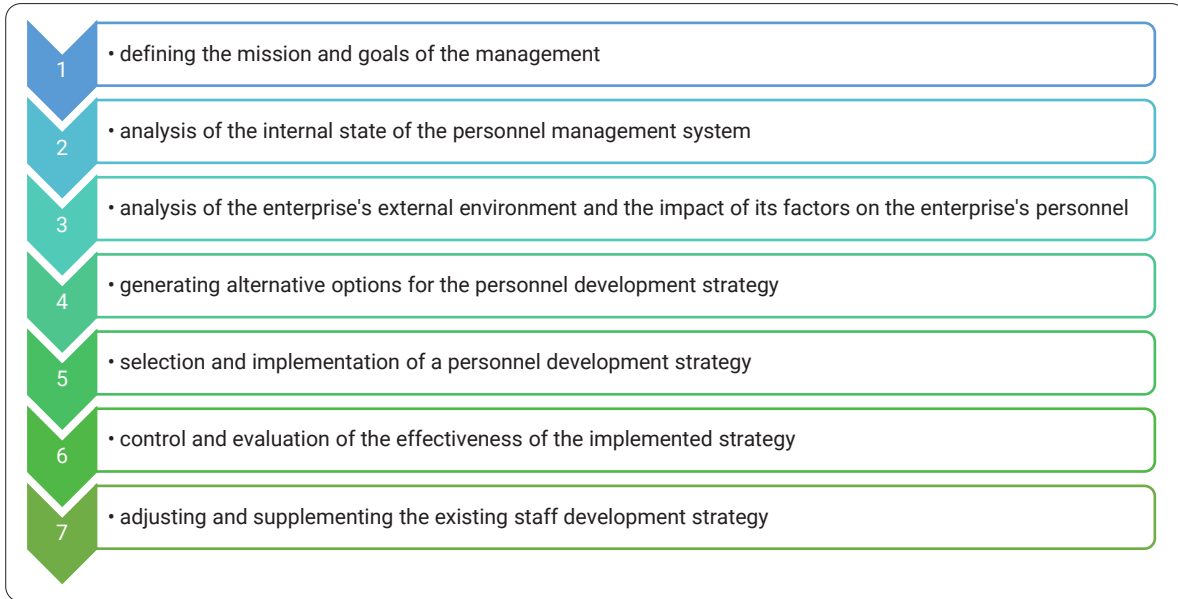


Figure 2. Algorithm for developing and implementing a human resources development strategy

Source: compiled by the author based on A. Gruzina & V. Deryhovska (2014); T. Bilorus (2018)



Figure 3. Indicators that influence the implementation of the personnel development strategy

Source: compiled by the author of this study

The competence of the company’s personnel is a vital component in its formation and development. Staff performance evaluations should be carried out, but the HR manager should also systematically carry out questionnaires and interviews with employees. This will help to identify the key abilities of a particular employee and use them effectively in professional activities, identify employees with needs for professional growth, leaders, and find sources of new ideas and non-standard solutions to work problems.

During the study, the main professional and personal competences of the enterprise’s personnel are considered based on scientific sources and supplemented with the most relevant ones in modern realities (Fig. 4).

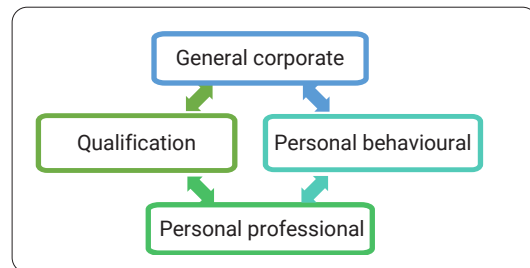


Figure 4. Groups of employee competences in enterprise personnel development

Notes: developed by the author of this study based on V. Deryhovska, 2013; T. Hulyk & A. Kobzev (2018); T. Bilorus (2018)

The main competences in the context of the above groups were considered in greater detail.

General corporate competencies: understanding of the strategy and specifics of the organisation's activities, focus on enterprise development, result orientation, adherence to the company's mission and corporate goals. It is important that employees are aware of the company's strategy and understand that their personal performance will make an important contribution to the achievement of the organisation's goals, which is one of the aspects of employee motivation.

Qualification competences are divided into two groups – personal professional and personal behavioural competences. Personal professional competencies include compliance with labour standards, effective application of knowledge, skills and abilities, mastery of computer technology and modern information systems, ability in planning and organising work, ability to perform complex tasks, ability to utilise working time rationally, ability to complete the work on time and within the stipulated timeline, production of high-quality work, orientation towards performing tasks safely and in compliance with safety regulations, as well as possessing the desire and ability for professional growth. The efficient use of working time is highly appreciated in contemporary times, and personal time management enables one to prioritize essential daily tasks while also scheduling less productive work and rest. Short breaks at work enable the employees to restore their work performance. Furthermore, the rational use of working time allows completing tasks quickly and on time, even with limited deadlines.

Many employees strive for professional development when given the chance for career progression. This motivation often compels them to gain a better understanding of their work, and in turn, enhance their task performance. Personal behavioural competencies include responsibility, organisation, punctuality, communication skills, adaptability, independence, initiative, teamwork, persistence to achieve goals, leadership, authority, self-control, discipline, stress resistance and conflict resolution. The personal professional competencies of employees play an equally significant role. Business leaders highly value the organisation and initiative of their employees at all levels, and stress tolerance is increasingly valued by employers. Humanity is living in a time of constant stress, especially in recent years (pandemic, war), and when stress affects human performance and productivity, it has an immediate impact on the organisation's performance as a whole.

Companies often conduct special trainings on stress resistance, adaptability, organisation, leadership skills, etc. Such trainings help to develop and improve the above-mentioned abilities of employees and reveal hidden talents.

Another important competency is the ability to work in a team. By building a team that is friendly and committed to the organisation, management can be confident of high performance and lower staff turnover. An essential element here will be a leader who can develop teamwork and create a favourable social climate in the team.

Using the above competencies, it is proposed to develop questions for questionnaires and interviews with employees. It is advisable to conduct an initial interview when hiring a new employee. The results of such a survey will allow assessing the employee's general competencies, and by observing their work performance and behaviour in the team, one will be able to adjust the methods used to influence a particular employee. Conducting a methodical employee survey can be effective. Additionally, it is essential to hold informal talks and observe the staff members, in which the managers discreetly attend to their queries and receive relevant information about the employee's work attitude, management preferences, motivation level, etc.

The employee survey and evaluation results can assist in identifying the contribution of staff towards the work performed and its outcomes such as innovation, flexibility, efficiency, and creativity. Other elements to consider include employees' rational placement, their competence level, ability to identify with and be part of the organisation, which in turn can determine the goals of the personnel development strategy.

An increasing number of Ukrainian and foreign researchers are investigating the role of enterprise personnel and its development in the overall strategy of the enterprise. When analysing the aspects of developing a human resources development strategy discussed in the paper, it is important to note that an essential issue is the assessment and analysis of staff competencies to determine their level of development in order to design an effective human resources development strategy in general.

The process of developing an enterprise's personnel development strategy is supplemented and graphically presented in Figure 1, using the results of research on enterprise personnel in Armstrong (2020). This approach enables the consideration of internal and external factors that affect the organisation while developing the HR strategy; furthermore, it facilitates the identification of methods to influence employees and specific features of a particular employee group to be taken into account during strategy development.

Per the social factors of influence on the development of enterprise personnel according to Zos-Kior & Semenyuta (2020), it is noted that in the context of considering the contribution of employees to the work performed, the specifics of the personnel placement, employee competence and commitment, this study managed to determine the levels of staff motivation in implementing the strategy of their development. Notably, a dedicated employee will be motivated to develop and grow within the company in their profession.

When developing a strategy, it is advisable to use indicators that can be used to assess the level of development of the company's personnel. Proceeding from this, the author grouped the indicators that influence the level of staff development, among which are the following: labour productivity, employee job satisfaction, staff training costs, socio-psychological climate, information support and readiness of employees for career growth. Information

for the analysis of these indicators can be obtained from the organisation's management, as well as through interviews and questionnaires with employees.

The works of V. Deryhovska (2013) and T. Hulyk & A. Kobzev (2018) consider and investigate the main staff competences, the analysis of which should be given considerable attention when developing a staff development strategy. Specifically, it is advisable to study them at the stage of analysis of internal factors of influence on the enterprise's personnel, as presented in Figure 3: algorithm of the process of developing a personnel development strategy. Unlike previous authors, this study identified four groups of competencies. These include general corporate, personal behavioural, qualification, and personal professional. Thus, personal behavioural competencies currently play a significant role in staff development, as they allow determining the level of staff motivation for development based on the psychological aspects of a particular employee's personality development.

Developing a universal system for the advancement of a workforce in an enterprise can be challenging due to the unique personality traits, psychological factors, qualifications, and professional expertise of each employee, which necessitates the refinement of the workforce development strategy for specific groups of staff and at times for an individual employee. This causes difficulties and added costs in terms of managerial time, material, and financial expenses.

The company's staff is a factor in its competitiveness and productive activity. Increasing the level of staff development can be achieved through training, as evidenced by G. Bay's (2018) research results. It is training that has now gained wide popularity in all spheres of our lives and is relevant in developing personal and professional qualities, stress resistance, organisation, etc.

Conclusions

It is the responsibility of the HR manager to ensure that the company has the necessary staffing levels. However, their most important task is to recruit staff that are professional, qualified, and prepared for continual development.

Productive and efficient work by employees is crucial in achieving a company's business objectives, meeting customer needs, implementing strategic business lines and, ultimately, enhancing the company's competitiveness. It is vital to recruit capable personnel and guarantee their professional development within the organisation. Additionally, it is necessary to enable personnel to build personally relevant skills, not just professional qualifications. During the various stages of forming and implementing the personnel development strategy, it is crucial to fully assess and analyse the main indicators of personnel development and vital personal professional and personal competences. In staff development, it is important to focus on not only productivity and efficiency indicators, but also the social and psychological indicators of employees' adaptation and personal growth. Based on a consideration of employees' competences in developing enterprise personnel, this proposal suggests dividing them into separate groups according to their importance in professional activity. Identifying and improving employees' competencies can help to develop highly qualified professionals who can grow and advance their company.

By adhering to a specific algorithm for formulating and executing a personnel development strategy, managers can guarantee an adequate level of staff progression, avoiding waste of time and ensuring logical sequencing of tasks. Motivating employees to enhance their skills continuously and offering training and education to new recruits as part of their responsibilities and tasks is crucial.

During further research, it is important to develop ways to ensure the adequate level of motivation of a modern employee, as well as ways to implement the company's personnel development strategy adapted to particular sectors of the economy.

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Conflict of Interest

None.

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Стратегія розвитку персоналу як напрям забезпечення конкурентоспроможності підприємства

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Анотація. На основі вивчення і дослідження питань забезпечення конкурентоспроможності підприємств виявлено значний вплив на її рівень стратегії розвитку персоналу, а особливо його адаптивності до нестабільності чинників зовнішнього середовища. Персонал як один з ключових факторів успіху компанії потребує ретельного підбору за відповідними компетентностями, розвитку в процесі реалізації цілей підприємства, оцінки та контролю. Метою роботи є виявлення напрямів розвитку персоналу підприємств та розробка ефективної стратегії розвитку персоналу для забезпечення ефективної та конкурентоспроможної діяльності. У процесі дослідження використано метод групування, синтезу та аналізу для визначення основних компетентностей та факторів впливу на стратегію розвитку персоналу, метод моделювання та стратегічної діагностики. Запропоновано покрокові напрями розробки і реалізації стратегії розвитку персоналу підприємства, які ґрунтуються на усебічному вивченні і аналізі факторів забезпечення продуктивної діяльності працівників, зокрема на особистісних професійних компетентностях. Згруповано основні компетентності виробничого персоналу підприємства відповідно до рівнів реалізації кадрової стратегії від корпоративного до функціональних. Окреслено алгоритм розробки та впровадження стратегії розвитку персоналу відповідно до сучасного світоустрою і його викликів. Сформовано напрями реалізації стратегії розвитку персоналу підприємства в умовах активних соціальних комунікацій та інформаційної діяльності. Згруповані автором показники, які впливають на стратегію розвитку персоналу підприємства дадуть змогу врахувати особистісні, соціальні та економічні напрями розвитку персоналу підприємств в контексті мотивації працівників задля забезпечення високих результатів діяльності та конкурентоспроможності на ринку

Ключові слова: особисті якості; компетентності; соціальні чинники; мотивація