

DOI: 10.55643/fcaptop.2.49.2023.3992

Serhii Kudaktin

PhD Student of the Department of Management and Civil Service, Bohdan Khmelnytsky National University of Cherkasy, Cherkasy, Ukraine;

e-mail: lawstudy@ukr.net
ORCID: [0000-0002-9509-8295](https://orcid.org/0000-0002-9509-8295)
(Corresponding author)

Serhii Nazarenko

D.Sc. in Economics, Professor, Head of the Department of Management and Civil Service, Bohdan Khmelnytsky National University of Cherkasy, Cherkasy, Ukraine;
ORCID: [0000-0003-3367-5875](https://orcid.org/0000-0003-3367-5875)

STAFF DEVELOPMENT MANAGEMENT ON A WAY TO STRENGTHEN PERSONNEL POTENTIAL AND THE STATE OF BUSINESS ENTITIES ' ECONOMIC SECURITY

ABSTRACT

The purpose of the study is to conceptualize the principles of staff development management, determine the tasks of this process, factors that reduce the level of employee development efficiency and reasons that minimize the readiness of employees for self-development and professional development. The categorical apparatus of personnel management has been improved by the concepts of «personnel development», and «personnel development management». The connection between the personnel development management and the personnel potential formation of the business entity, capable of providing the enterprise with competitive advantages and continuous activity on the market, is proven. Motives, catalysts, methods and tools of staff development are summarized. It is suggested that at the level of employers and management, staff development should be positioned as a component of the Employee Value Proposition, as well as taken into account when reviewing and updating competency maps.

The formation of high-quality information and documentation support for the process of personnel development, in particular, the development of competency maps, IDP plans, and personnel policy, will contribute to increasing the level of efficiency of personnel management of the business entity. Their competent development and compliance at the management level will make it possible to form the personnel potential of the enterprise and ensure a high level of intellectual and personnel security for the company. The consequences that effective management of staff development can have on the state of economic security of business entities are determined. The strategic orientations of personnel development should be organically combined with the organization's strategy, its mission, vision, corporate culture and contribute to the achievement of the goals of existence at optimal time intervals.

Keywords: management, personnel management, personnel (staff) development, economic security, personnel potential, personnel policy, personnel risks

JEL Classification: J24, M12, O15

INTRODUCTION

Staff development is a task of modern management, which arises at various times in all spheres of the financial, social and economic life of an enterprise. Through development, training, and motivation, the top management of companies can turn ordinary staff into personnel capital, which will become the basis of their future economic potential and a significant competitive advantage. The importance of staff development is currently explained by the rapid changes taking place in the structure and functionality of the implementation of most business processes of enterprises, both in production and management. It is impossible to adapt to them and implement them with a positive result for the business without mastering new skills, obtaining relevant knowledge and being able to apply new competencies. However, there is usually no time to acquire them in institutions of higher education or specialized institutions, and changes that require an urgent and quick response occur suddenly. Therefore, it is advisable within the framework of the management of organizations to establish or modernize approaches to staff development "on the ground", without separating it from the official

Received: 23/02/2023

Accepted: 27/03/2023

Published: 30/04/2023

© Copyright
2023 by the author(s)



This is an Open Access article distributed under the terms of the [Creative Commons CC-BY 4.0](https://creativecommons.org/licenses/by/4.0/)

duties for a long time. Management decisions to be made in this context must be based on complete and relevant information, have an appropriate theoretical and methodological basis, take into account the strategic goals of the enterprise and the interests of both its owners and employees who will be directly involved in this process, and also have clear, specific and achievable benchmarks for evaluating their success. That is why it is important at the scientific level to investigate the circumstances and factors that affect the staff development management of domestic enterprises, to make assumptions about how the war and military operations transform the expectations of company employees, to reveal the opportunities for staff development in conditions of remote employment, limited financial and material resources that should be involved in this process, as well as not to overlook the spread of Industry 4.0 and 5.0 trends, which are changing the paradigms of the organization of effective personnel work for business entities and forming sources of new risks for both personnel and companies.

The problems of staff development management begin with the absence of personnel strategies, functional weakness and formalization of the provisions of personnel policies, neglecting the practice of their periodic review, and are aggravated by the impossibility of adequate resource provision of this process. But an equally important problem is the lack of motivated management, which the heads of enterprises can attract to fulfil the task of developing other employees. Often, specialists are not ready to be distracted by additional tasks, which often become an additional burden for them, which must be performed free of charge. Therefore, it is necessary to find ways of stimulation both for those who increase their own level of qualification and for those specialists who are engaged in personnel development, which brings us back to the critical aspect of the lack of necessary resources at enterprises.

Therefore, staff development management is an urgent necessity for all economic entities, regardless of their size or type of economic activity. For small enterprises, this is a chance to adapt to changes in the environment, use emerging opportunities, minimize risks and «strengthen their own strengths» without expanding the staff, for large companies, it is an opportunity to optimize business processes, achieve cost savings in the future, ensure a balance of the interests of various categories of stakeholders and thereby gain advantages in the market or even expand their influence on it and occupy new market niches.

LITERATURE REVIEW

Issues of personnel management, its motivation, stimulation and development are in the field of scientific interests of numerous researchers, both foreign and Ukrainian. For example, Gesme D.H., Towle E.L., and Wiseman M. justify the need for personnel development, convincingly prove that managers of business entities should take care of their own staff and the constant improvement of their professional characteristics and define the essence of this concept [1]; Troger H. studies the staff development process within the framework of the study of human resource management in a Post COVID-19 World [2]; Dolan S. L., Capell B. consider the concept of the process of training, education and development of company staff in a complex [3]; Kauffeld S., Massenber A.-C. specify what defects and miscalculations may occur in the process of employee development [4]. Questions of personnel development are studied by scientists at different time horizons. For example, Awasthi S., and Kumar S. study the need for employee development in employee performance in real-time [5], while Dachner A., Ellingson J. E., Noe R. A, Saxton B. make attempts to predict the future of employee development [6]. Turning to the foreign experience of personnel development, it is advisable to consider the publication of the authors Bringsén Å., Lindström P.N., dedicated to Swedish managers' experience of annual staff development dialogues, aiming for employee development, performance, and well-being [7]. The mentioned publication is interesting in view of the fact that it examines the specifics of staff development from the point of view of management, which organizes and implements this process at the applied level. Krist S. A. covers a similar topic in his articles, referring to the role of human resources in employee development [8]. Awareness of the importance of training and development of personnel to ensure the acquisition of competitive advantage of the employee himself and the company as a whole is demonstrated by Perna M. C. in the publication «Why Learning and Development Is Now a Competitive Differentiator» [9].

In the Ukrainian scientific space, issues of staff development are mostly considered through the prism of personnel management. At the same time, emphasis is placed on the fact that personnel management, and therefore its development, should belong to the tasks of strategic management of companies, in particular, taking into account foreign experience in this matter [10]. Personnel policy as a documentary resource and information base for staff development is considered by N.V. Zachosova, A.O. Kovalenko, and D.M. Kutsenko. [11]. Malykhina Y. A., Borodiyenko O. V., Radkevych O. P., Radkevych V.O. systematize experience of human capital development in Ukrainian communication companies [12]. In addition, attention is paid to aspects of evaluating the efficiency of the personnel management and motivation as prerequisites for the process of staff development, which gives the manager the necessary information about the prospective directions of work with the employee and the choice of incentives that are interesting for him to ensure the effectiveness of this process

[13]. Researchers not without reason consider measures aimed at stimulating their creativity to be one of the directions of staff development, which, in turn, can become a significant competitive advantage for the enterprise [14]. Kuznyetsova, A., Kozmuk, N., Klipkova, O., & Stetsevich, A. insist on taking into account age characteristics in personnel management, and therefore, on building a staff development management process based on the theory of generations [15]. Any management process in conditions of uncertainty is accompanied by risks, some of which originate from the personnel, so they must be taken into account when taking measures for its development [16]. In addition, the staff development management in the situation of transferring the company's business processes to the digital space should also have its own characteristics [17].

A review of the scientific literature leads us to the conclusion that there is no comprehensive study of the problems of managing personnel development, which takes place in the conditions of the spread of Industry 4.0 and 5.0 trends and takes into account the peculiarities of the functioning of Ukrainian enterprises in the conditions of war.

AIMS AND OBJECTIVES

The purpose of the study is to conceptualize the principles of staff development management, determine the tasks of this process, factors that reduce the level of employee development efficiency and reasons that minimize the readiness of employees for self-development and professional development. In order to successfully achieve the set goal, it is necessary to perform a number of important tasks at the theoretical and methodological level, in particular: specify the essence of the concept of "staff development management", determine the stages of personnel development management at enterprises, establish the peculiarities of the personnel development process in the work practice of modern companies and provide proposals for increasing the level of efficiency of personnel management in the direction of staff development, taking into account existing personnel risks, and establish what consequences effective staff development management will have for the state of economic security of modern economic structures.

METHODS

The following methods were used in the research process: content analysis, which was used during the review of scientific literature, when forming assumptions about the content essence and characteristic features of the definitions "personnel development" and "staff development management"; methods of systematization and generalization - to identify flaws and shortcomings of the organization of staff development management at enterprises, as well as in the process of specifying a set of personnel risks that can reduce the level of efficiency of this process; graphic method - to visualize the author's proposals and recommendations, to simplify their perception and the possibility of easy integration into documents that ensure the processes of managing the activities of economic entities.

RESULTS

The basis of documentation and information provision of the staff development management process should be an understanding of the content essence of this scientific category. Girman A.P. and Kornienko A.M. emphasize the existence of three approaches to the definition of personnel development - process, functional and systemic. According to the first, personnel development is a systematically organized process characterized by continuous professional training, professional and qualification growth of employees, formation of a reserve of senior management personnel, personnel evaluation, their attestation and adaptation to improve the social structure of the team; career planning. The second approach explains staff development as measures that contribute to the full disclosure of the individual potential of employees and increase the level of their ability to help achieve business goals, which are carried out at the enterprise continuously. The system approach positions staff development as a set of interrelated measures aimed at increasing its competitiveness [18, p.1095]. The list of such measures is quite extensive and is constantly changing due to the emergence of new requirements for employees and new tools for their satisfaction.

Zhilenko A.Yu., Bykova A.L. staff development is proposed to be understood as "the process of improvement and mastery of new high-quality professional, business skills and abilities, personal competencies as a result of continuous training and self-development of the individual" [19, p.419]. Scientists consider the following mandatory stages of the personnel development process: professional training, industrial adaptation, evaluation and certification, career planning (professional and qualification promotion of employees or formation of a reserve of managers, including their official and professional career promotion trajectory) [19, p.419].

Hetman O.O., Bilodid A.O. suggest that personnel development should be understood as "a purposeful systematic approach to improving the qualitative characteristics of the personnel of organizations with the aim of increasing labour indicators and increasing overall productivity and effectiveness" [20, p.557-558]. It is noticeable that such an approach emphasizes the role of staff as a personnel resource, and therefore, an economic resource of the enterprise, which should be used as efficiently as possible, and therefore, the improvement of its condition, in this case - the development of quality characteristics, should serve the purpose of the company's activity and be directed to satisfy the interests of owners, business managers and other categories of stakeholders of the business entity. Contrary to such a position, Gaeva V.P., Zingaeva N.E., Stilnyk V.V. believe that "the staff development management should be considered not only from the standpoint of the needs of the organization but also from the perspective of the individual himself, because the employee, having assessed his capabilities in accordance with the requirements of the position, will take care of developing his abilities, expanding his knowledge, soft skills and practical skills in order to professional development, expansion of powers, increase in salary, self-improvement and increase in competitiveness" [21, p. 736]. According to this scientific approach, a close connection is established between the categories of development and self-development of personnel. We consider these processes to be inseparable from each other.

Most often, in the context of the studied concept, such categories as new knowledge, skills, training, advanced training, adaptation, retraining, mentoring, rotation, and career are used. That is, personnel development essentially combines the desired result - the improvement of the quality of personnel resources with methods of its achievement. Thus, personnel (staff) development will be interpreted as a system of interrelated measures to improve the quality characteristics of employees, which is implemented gradually and continuously with the use of educational and management tools on the basis of balancing the goals, needs and interests of personnel and enterprises and ensures the formation of personnel potential of business entities and its effective use in accordance with business strategies.

The introduction of innovations at the enterprise acts as a catalyst for the process of staff development because employees must be ready for changes and professionally perform their duties when they occur. The nature of innovations also depends on the method of training or retraining a specialist, which management or personnel manager should choose for staff development and strengthening the personnel potential of the organization (Figure 1).

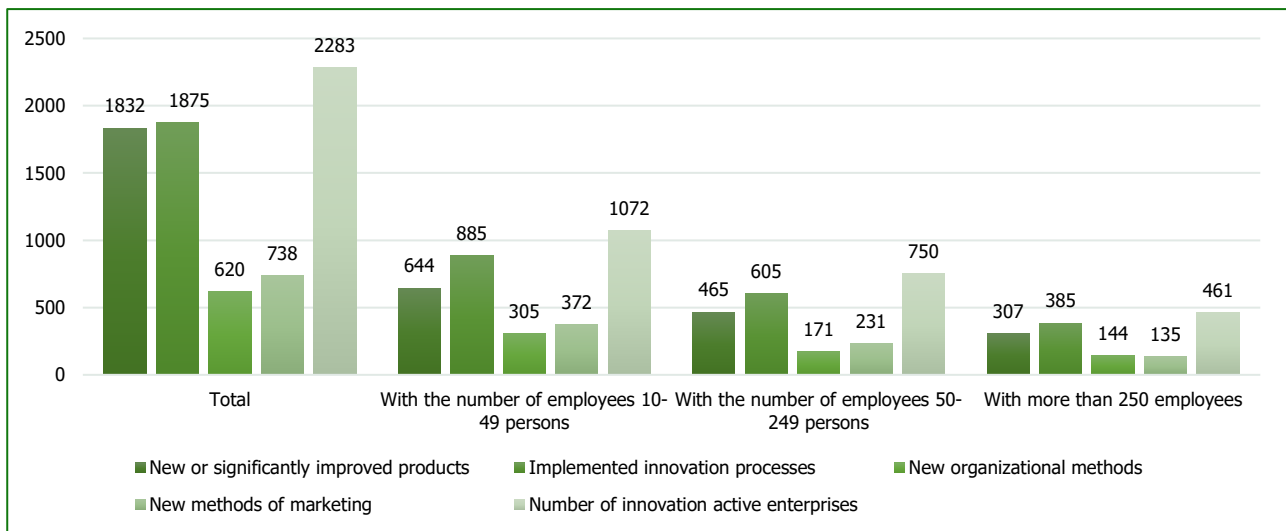


Figure1. The number of innovation-active enterprises and types of innovations as factors that activate personnel development, data for the period 2018-2020. (Source: systematized by the authors according to [22])

The Global Innovation Index demonstrates an improvement in the position of Ukraine according to the innovation inputs indicator among 132 other countries of the world that were taken into consideration in 2022 compared to 2021 (Figure 2), which indicates the intensification of innovation activity, regardless of military actions on the territory of the state. We believe that certain forms of assistance that the country received from partners, equipment, economic approaches, practices that we managed to get acquainted with and learn to use in the process of volunteer missions, in the process of moving business, etc., gave such an effect.

However, the overall position of Ukraine in IID decreases every year, and for 2022 the drop was as much as 8 positions. Ukraine ranks 4th among the 36 lower-middle-income group economies. High values have positions that form the overall indicator of the index, such as Knowledge and technology outputs (rank 36), Business sophistication (rank 38) and Human

capital and research (rank 49) [23]. The last indicator emphasizes the possibility of intensification of innovative activity in Ukraine through mechanisms of motivation, training and development of company personnel, civil servants, social workers, etc.

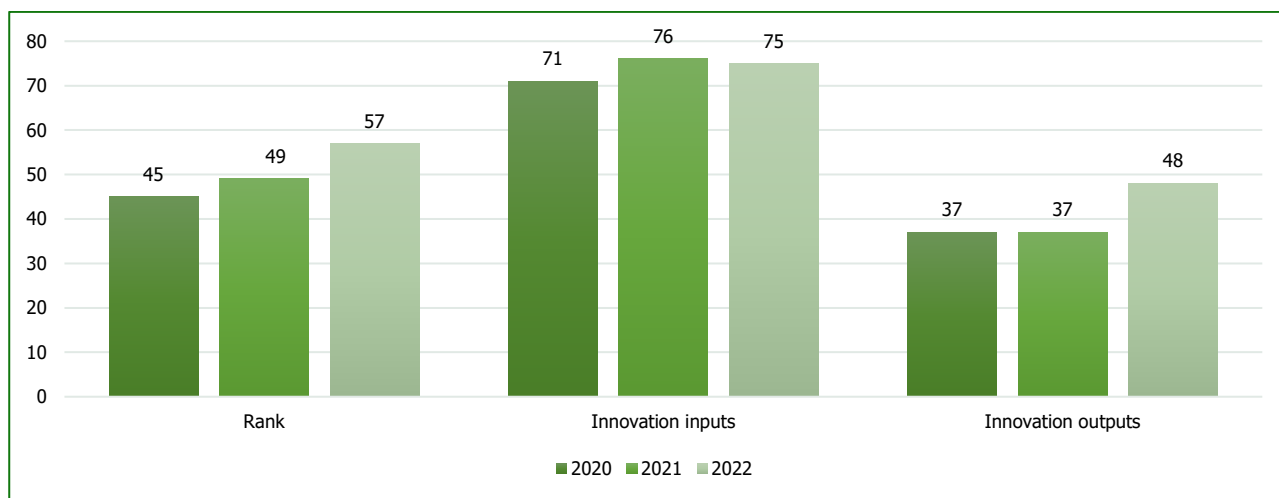


Figure 2. The position of Ukraine in the Global Innovation Index, data for the period 2020-2022. (Source: [23])

The largest number of innovatively active enterprises belongs to the category of small businesses. A small number of employees means that each of them performs a large number of tasks and is involved in most of the company's business processes. Therefore, even the smallest changes in financial and economic activity affect the vast majority of employees, and personnel development in such situations should really be a continuous and permanent process. At the same time, therefore, individual staff development plans should be well thought out and structured.

Note that as of 2020, the share of innovatively active large enterprises with more than 250 employees in the total number of Ukrainian enterprises was 25.2% [22, p.110]. Thus, the fourth part of the large business, which has strategic importance for the national economy, needed the development of its own personnel in order to increase the efficiency of its activities and overcome the resistance to changes that accompany the initiation of any kind of innovation.

Staff development management at the enterprise level involves the processes of planning, organization, implementation and control of measures to improve its quality characteristics and the formation of personnel resources suitable for ensuring the achievement of the mission, vision and goals of the business entity. According to the scientific position of O.I. Babchynska, staff development management is implemented through the directive influence of the company's management on the employee, aimed at expanding the boundaries of his intellectual, creative, cultural (and therefore also professional - author) potential, which meets his needs, and as a result of this - to achieve higher indicators of the economic entity's competitiveness. The development management process involves the identification of the employee's capabilities, the methods, techniques and methods of managerial influence are aimed at improving them [24, p.115-116].

Tereshchenko T.E., Kiselyov V.R. believe that "the personnel development management is the main link in the general management system and contributes to the efficiency and rationality of the use of available labour resources through individual improvement of the level of education and qualification characteristics, social and professional - so-called personnel mobility, intellectual development of mercenaries" [25, p.206]. Thus, personnel development management should be organically integrated into the management system of organizations, in particular, in areas such as HR, strategic and risk management, intellectual and personnel security management. Leskova S. V. clarifies what actions regarding staff development the company management can take at various stages of personnel management: in the process of selection, adaptation, proper personnel development management, its evaluation, and during the release of an employee [26, p.118].

Thus, personnel development management is the planning of measures to improve the quality characteristics of employees, the organization of the process of their acquisition, the implementation of measures aimed at obtaining or improving the level of use of competencies and the control of the results obtained by analyzing and evaluating the acquired knowledge, skills, ability according to a predetermined system of indicators (for example, KPI).

The essence of the functioning of the company's personnel development system is the first realization by employees of the need for their own professional and professional growth, the acquisition of new knowledge, skills, and abilities, which is a requirement of the knowledge economy [27, p.78].

To the methods of personnel training to achieve the goal of its development, specialists include lectures, seminars, conferences, online and offline courses, case method, professional development, instruction, mentoring, coaching, buddying, shadowing, gamification, master classes, modular learning, pieces of training, business games, self-learning, brainstorming, basket method, distance and video learning, E-learning, teamwork, secondment. Each of them has both advantages and disadvantages [28], so they work best together. The choice of a specific method should be made on the basis of the IDP - the individual development plan of the employee.

Smachilo V. V. and Tseselska K. A. believe that "it is logical to consider the personnel potential of the enterprise as a set of abilities and opportunities" [29, p.30]. Since personnel development management is aimed precisely at the formation of new skills in employees and the stimulation of the ability to use them during the performance of professional tasks, this direction of management activity should be the basis for creating the personnel potential of the business entity - needed in the near and strategic future competencies are defined as vectors for training employees; in accordance with them, methods and tools capable of forming or deepening them in the desired direction are chosen.

Figure 3 specifies and visualizes the logical chain of the formation of the concept of "personnel (staff) development management" and the specifics of the meaningful understanding of the process of employee development.

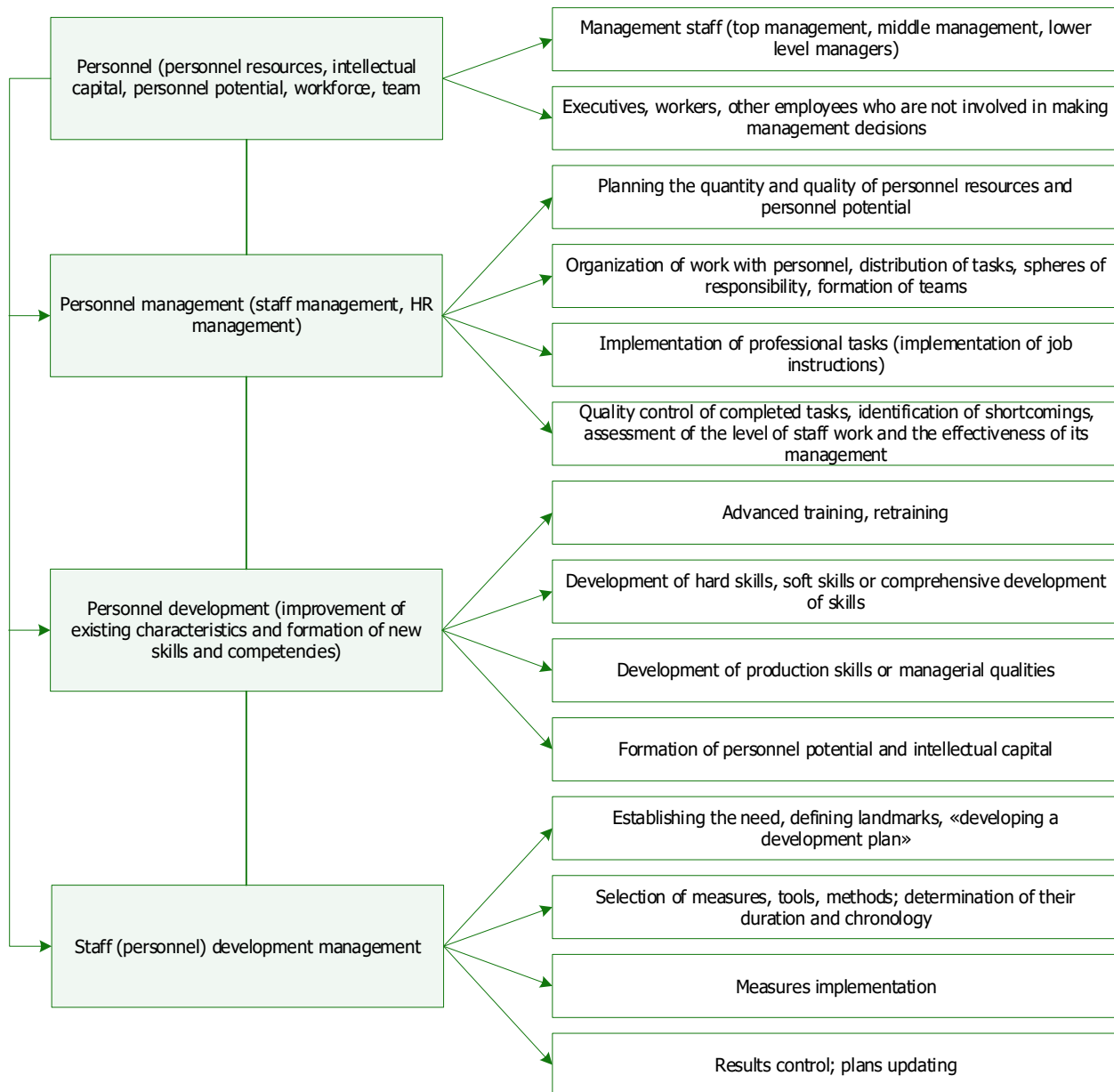


Figure 3. The logical chain of the formation of the concept of "staff (personnel) development management" and the specifics of the substantive understanding of the process of employee development.

In large companies, staff development is a component of the EVP (Employee Value Proposition). The existence of such an instrument of personnel policy forms a positive brand of the business entity as an employer on the labour market, contributes to increasing the level of employee loyalty, activates their readiness and desire for self-development and professional evolution.

Motives and catalysts for personnel development in modern conditions can be:

- manifestations of Industry 4.0 and 5.0 trends (4.0 is characterized by the elimination of the employee from most business processes, their automation, the staff is optimized, only those who are able to quickly learn new things, adapt to changes, demonstrate readiness for rotation and taking over responsibility for individual results of the entity's activity, i.e. - is in a state of constant professional and personal development; 5.0 is characterized by people-centrism, respect for the employee as an individual, recognition of his uniqueness and importance for the success of the company - in this context, personnel development is used to a large extent to harmonize the personality, to ensure the possibility of career growth, takes place in close connection with the needs and desires of a specific person, his professional tasks);
- digitization of business processes, the transition of economic activity to the digital space - requires an increase in the level of information literacy of employees, regardless of their career position; according to European Union data, with reference to the Coursera Job Skills of 2023 Report, the most relevant and needed are digital skills, skills that depend on a person's level of digital literacy; management skills are necessary - in particular, the ability to manage a team, demonstrate leadership qualities and take responsibility; the ability to recognize and quickly satisfy the needs of customers, the ability to use professional experience of the past to independently solve problems and form answers to future challenges is highly valued; competencies in the field of technological expertise and project management are becoming more and more in demand; data visualization skills and the ability to analyze them are also important; in the Coursera study, management is called a "human skill", which should organically combine with IT-skills as soon as possible [30];
- increasing competition on the market and saving resources - the need to increase the level of efficiency of the work of enterprises with the simultaneous need to optimize costs pushes the management of enterprises to find ways to rationalize the use of personnel potential by providing it with the necessary quality, rather than increasing the number;
- employees' own initiative - when pursuing career goals or other professional and personal interests.

Not the last role in personnel development processes is played by financial resources. In particular, during the research, it was established that the costs of training, advanced training, and retraining of specialists amounted to 10 to 80% of the budget, depending on the specifics of the type of economic activity of the business entity. The highest indicators are demonstrated by IT companies and enterprises of creative industries. The amount of expenses, according to the testimony of the personnel departments of the companies, varies from year to year. For example, in 2020, the cost of upgrading the qualifications of one employee (executive or middle-management category) was on average 3,000-5,000 UAH, in 2021 – 2,000-4,000 UAH, and in 2022 – 1,500-5,000 UAH. This gradation of cost is explained by the fact that some competencies can be obtained after completing an online course, which can cost from 200 UAH for mass distribution on well-known platforms to 5,000-7,000 UAH when using an individual approach, forming small groups, ensuring continuous contact and communication with a mentor who is a generally recognized specialist in the field. An increase in the cost of educational services was observed in 2022 for those forms of personnel training that involved the personal presence of a «student» - typical for working professions, given the rise in prices for utility services, electric accommodation, transportation, equipment maintenance, etc. However, the number of such full-time internships in 2022 was insignificant due to military operations in many territories of Ukraine, the occupation of certain districts, blackouts, the impossibility of planning and implementing the educational process.

The managers of a number of companies that continue their activities in Ukraine openly admit that in 2023 they do not plan any expenses for personnel development in their budgets. However, this does not mean that they do not intend to improve the quality of human resources. Over the past year, a large number of online courses have appeared; educational platforms of well-known universities around the world began to provide access to their resources for free. Therefore, company leaders see an opportunity to save money through the use of free educational services. At the same time, it is necessary to estimate the time spent by personnel who will be involved in training and professional development programs and, therefore, will not be able to perform their duties while maintaining their wages. If in 2020, when the minimum wage is UAH 4,723 until August 31, 2020, and UAH 5,000 until the end of the year, and the average salary in Ukraine is UAH 10,340, an employee "dropped out" of the active work process for a week, it cost companies about UAH 1,200 2,500 UAH, then in 2021 these figures for a week's duration became (with a minimum wage of UAH 6,000 until November 30, 2021,

and UAH 6,500 until the end of the year and an average salary of UAH 14,313) - approximately UAH 1,500-3,500, and in 2022 (with a minimum wage of UAH 6,500 until September 30, 2022, and UAH 6,700 until the end of the year and an average salary of UAH 14,859) – UAH 1,600-3,700.

The stages of staff development management at enterprises must have clearly defined characteristics, be specified and described in the personnel policy of the business entity and be known to all employees. In the first stage, management staff need to develop individual employee development plans, taking into account competency maps. It is important to discuss the drafts of prepared plans with employees, to adjust them in accordance with their personal interests and needs (it is advisable to plan the acquisition of no more than two new competencies per year for an employee). In the second stage, it is necessary to form personal trajectories of acquiring the necessary knowledge and skills: plan a set of tools and methods of staff development, build a chronology of their use (the schedule of training or upgrading of qualifications should be convenient for the employee, take into account his professional employment and not apply for a personal time); fixing in time allows you to rationally plan the personnel development, check the set goals for compliance with the SMART model, prevent overtiredness, professional burnout, loss of attention and interest in work. In the third stage, various approaches to staff development are used - training, mentoring, adaptation, consulting, working with coaches, teachers and mentors to obtain the expected result. In the fourth stage, there is an evaluation, testing of new skills and competencies, it is determined whether the measures taken were successful and the quality indicator of the personnel increased by a given amount, or whether the personnel development process was organized and implemented unsuccessfully. If the enterprise does not have a system of analysis and assessment of personnel quality, at the planning stage it is necessary to lay down the possibility of developing a list of indicators for conducting analytical procedures. In the fifth stage, a conclusion is drawn and a report is formed, the information from which will serve as the basis for the development of new individual development plans, modernization of competence maps, updating of the personnel policy and strategy of the business entity.

Features of the staff development process in the practice of modern companies are as follows:

- refusal of incoming interviews with personnel before the start of the development program (the introduction of such a stage of personnel development management would allow for achieving a balance of the interests of the employee and the manager and save time at the stage of planning specific mechanisms and strategies for staff development);
- periodicity of initiation of development programs, which are started only at the moment of such a necessity in view of changes in business processes;
- active use of external organizations for the implementation of personnel training processes and raising the level of their qualifications or for retraining;
- imbalance of interests of participants in the personnel development process; dissonance of the employee's career goals and strategic guidelines for his development established by managers;
- giving priority to the development of production personnel in an offline format, and online format and for the development of top management; lack of combined programs;
- the short-term nature of the staff development process, efforts to save time resources and obtain quick results;
- in Ukraine, the obligation to finance professional training rests only on the employer (as foreign experience shows, various financing mechanisms must be used for the professional training of personnel) [31, p.66];
- lack of mechanisms for recognizing the results of informal education acquired by the employee on his own initiative as a fact of improving his qualifications (formalization of the personnel development process);
- increasing the popularity of distance learning and mastering other forms of personnel development;
- staff encouragement for personal development and self-development;
- use of opportunities for staff development as a tool for non-material motivation of employees;
- increased attention to the development of social skills and leadership qualities, even among non-managerial personnel;
- insufficient spread of the practice of retrospective analysis of the career and development plans of the employee;
- neglecting the principles of the theory of generations during the formation of personnel development plans;
- planning too many competencies, knowledge and skills that need to be acquired during the period of training or other forms of development;
- lack of attention to the needs of the team during development planning individually for each of its members;

- insufficient level of orientation towards the acquisition of digital competencies by employees, especially those involved in production;
- effective practice of mentoring and shadowing, developed at domestic enterprises, especially in the industrial sphere.

Figure 4 summarizes the author's vision and proposals regarding the organization and implementation of the staff development management process in the system of forming the personnel potential of the business entity.

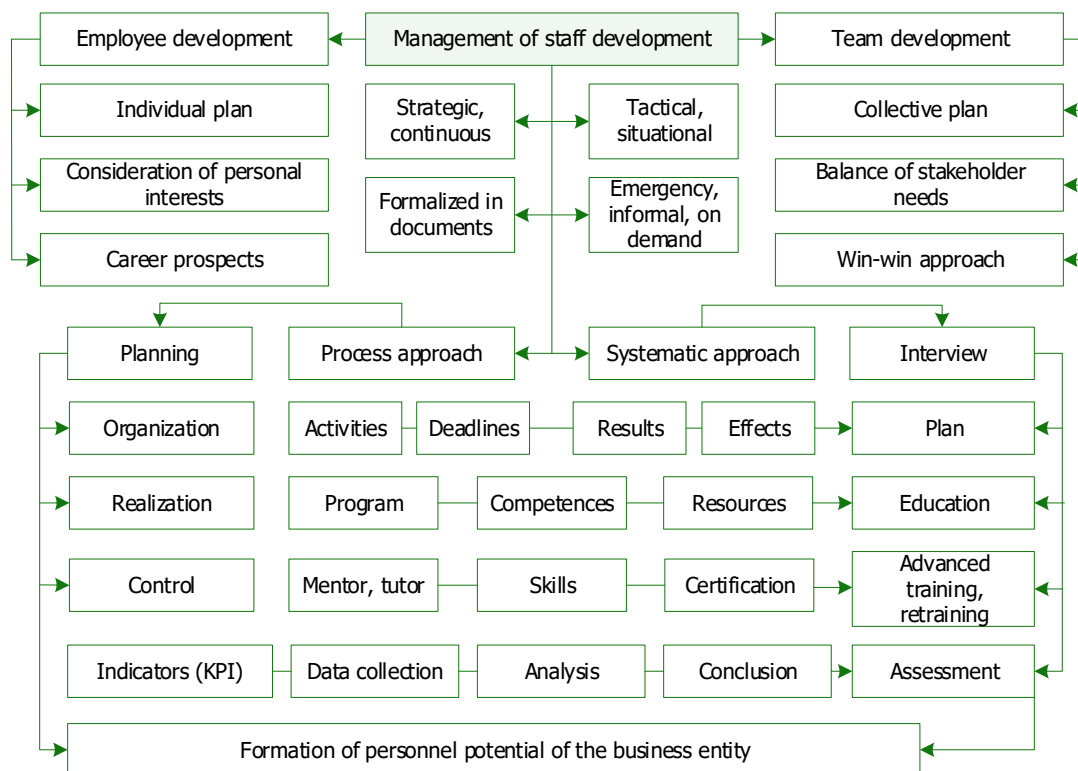


Figure 4. The concept of staff development management in the system of forming the personnel potential of the business entity.

The proposed approach can be used as an informational and theoretical-methodological basis for the development and updating of personnel policies of business entities, their strategies for the formation of personnel potential, the formalization of individual employee development plans and the planning of their career trajectories. In the future, on the basis of these documents, it is possible to establish cooperation with institutions of higher education that, in response to the needs of staff development, will be able to develop and offer master's educational and professional programs with the necessary program learning outcomes taken into account, which are demonstrated by the request of the subject of economic activity.

DISCUSSION

Thus, the staff development management in modern economic conditions and the circumstances of conducting economic activity by business entities should meet the following goals: be continuous in essence, however, clearly specified in time for the acquisition of predetermined competencies; not to require long-term distraction of employees from the performance of their main duties, if possible, to allow part of the training to be completed remotely and/or at a convenient time; focus on employees' understanding of their own advantages, which they will receive after successful completion of planned development activities, as well as stimulate personnel to self-development, lifelong learning, career movement (both vertical and horizontal) and understanding of the enterprise by each employee inextricable connection between their own professional goals and the mission and vision of their employer in strategic and tactical perspectives.

Threats related to the behaviour of personnel, the results of their work, and the level of knowledge and qualifications can critically affect the state of economic security of an economic entity. Proposals for increasing the level of efficiency of personnel management, and hence the management of economic security, in the direction of staff development should be formed taking into account existing personnel risks. Among them, those that disrupt production and other business processes and may have negative financial and reputational consequences for the company are particularly significant, for

example, errors due to lack of knowledge and skills, insufficient qualifications; emotional burnout; excessive spending of time and its inefficient use, procrastination; industrial espionage; physical and psychological fatigue, which reduce the level of attention of performers; untimely adoption of management decisions; theft, damage to property and other forms of dishonest behaviour; expenditure of the company's resources for its own needs. For the state of economic security, inefficient personnel development management can mean the occurrence of additional costs, financial losses due to violations of the terms of contracts, interruption of business processes, underestimation of financial and material risks, errors in documents and reporting with fines and penalties arising from this. Proposals for improving the level of personnel development management are formulated as follows:

- rational development planning based on the study of stakeholders' needs, taking into account gender and generational theory;
- prioritizing the development of digital competencies and social skills;
- recognition of the results obtained in the field of self-education, however, specified in documents (certificates, etc. - including those obtained in paperless form);
- inclusion of the time needed for professional development of personnel in working hours (except for self-development and self-education at the employee's own request);
- formalization in the job instructions of personnel managers (or specialists in similar positions) tasks to promote personnel development;
- formation of a personnel evaluation system, existing and acquired skills to identify the effectiveness of the personnel development management process;
- complex and harmonious development of personnel (a combination of measures aimed at improving both soft and hard skills);
- use of personnel development as a motivator and tool for increasing the level of employee loyalty;
- formation of a fair budget for personnel development funding;
- creating and maintaining the quality of the company's personnel reserve.

CONCLUSIONS

The conducted research made it possible to draw the following important conclusions.

Personnel development is a system of interrelated measures to improve the quality characteristics of employees, which is implemented in stages and continuously with the use of educational and management tools on the basis of balancing the goals, needs and interests of personnel and enterprises and ensures the formation of the personnel potential of economic entities and its effective use in accordance with business strategies. Management of personnel development is the planning of measures to improve the quality characteristics of employees, the organization of the process of their acquisition, the implementation of measures aimed at obtaining or improving the level of use of competencies and the control of the obtained results by analyzing and evaluating the acquired knowledge, skills, and abilities according to a predetermined system of indicators.

The practice of personnel development management in Ukrainian companies has certain features that more often require correction as shortcomings than can be adopted by other countries of the world as an advanced and positive experience. In particular, such aspects of modern personnel development policies as the refusal of entrance interviews, the periodicity of the initiation of development programs, the active use of external organizations, the imbalance of interests, the short-term nature of the personnel development process, the lack of mechanisms for recognizing the results of non-formal education, the popularization of distance learning, are noticeable; encouraging personnel to personal development and self-development, using opportunities for personal development as a tool of non-material motivation, increasing attention to the development of social skills, insufficient dissemination of the practice of retrospective career analysis, neglecting the principles of the theory of generations, planning too many competencies that need to be acquired, lack of attention to the needs of the team, insufficient level of orientation towards the acquisition of digital competences, effective practice of mentoring and shadowing.

Personnel development and effective management are important conditions for maintaining a high level of economic security for domestic business entities. In Ukrainian enterprises, not all business processes are automated or even digitized. Therefore, the role of a person in their effective course remains high. At the personnel management level, it is necessary to identify actual personnel risks, to look for ways to reduce the probability of their negative consequences through a

system of professional training, education, professional development, and other forms of personnel development. Taking into account the interests of employees when planning activities for the development of their competencies, which can be detected by conducting preliminary interviews and performing a retrospective analysis of the employee's work and his career path, will allow as close as possible approach to the point of zero risk of making incorrect management decisions regarding landmarks employee development. Attention to the needs of subordinates increases the leader's authority and also contributes to strengthening the loyalty of employees and their desire to work selflessly for the realization of the company's mission. A secondary positive result will be the strengthening of the state of intellectual and personnel security, and therefore, the economic security of the enterprise.

Prospects for further research consist in the development of modern models and competency maps that will take into account the needs of Industries 4.0 and 5.0, as well as trends in the digitalization of the economic space and business processes. In addition, personnel development strategies should be developed, which will aim to restore the intellectual capital of business entities in the post-war period, as well as formalize a set of measures to counter the loss of personnel potential of enterprises during wartime. Personnel development management should be recognized as an important component of these processes at all times and under any conditions of conducting economic activity.

REFERENCES

1. Gesme, D.H, Towle, E.L., & Wiseman, M. (2010). Essentials of staff development and why you should care. *J Oncol Pract.*, 6(2), 104-106. <https://doi.org/10.1200/JOP.091089>
2. Troger, H. (2021). The Staff Development Process. Human Resource Management in a Post COVID-19 World, New Distribution of Power, Individualization, Digitalization and Demographic Developments. https://doi.org/10.1007/978-3-030-67470-0_9
3. Dolan, S. L., & Capell, B. (2015). Training, Education, and Development of Staff. *The SAGE Encyclopedia of Quality and the Service Economy*. <https://doi.org/10.4135/9781483346366.n225>
4. Kauffeld, S., & Massenber, A.-C. (2018). Failure in Personnel Development. *Strategies in Failure Management*. https://doi.org/10.1007/978-3-319-72757-8_8
5. Awasthi, S., & Kumar, S. (2016). Need for Employee Development in Employee Performance: A Present Scenario. *International Journal of Management and Social Sciences*, 4(6), 66-73. https://www.researchgate.net/publication/316664674_Need_for_Employee_Development_in_Employee_Performance_A_Present_Scenario
6. Dachner, A., Ellingson, J. E., Noe, R. A., & Saxton, B. (2019). The future of employee development. <https://core.ac.uk/download/pdf/289197727.pdf>
7. Bringsén, Å., & Lindström, P.N. (2022). Swedish managers' experience of yearly staff development dialogues, aiming for employee development, performance, and well-being. *BMC Psychol*, 10, 184. <https://doi.org/10.1186/s40359-022-00890-w>
8. Krist, S. A. (2020). Role of Human Resources in Employee Development. *Scholarly Journal of Arts & Humanities*, 4, 21-30. <https://doi.org/10.15681/SJAH/2020/VOL2/ISS4/APRIL003>
9. Perna, M. C. (2022). Why Learning and Development Is Now a Competitive Differentiator. <https://www.forbes.com/sites/markcperna/2022/04/12/why-learning--development-is-now-a-competitive-differentiator-and-how-to-get-on-board/?sh=2cddee1e30ff>
10. Ptashchenko, O., Chernobay, L., Malykhina, S., Verezomska, I., & Yaremchuk, S. (2022). Problems and prospects of application of strategies of personnel management of international companies in ukrainian business practice. *Financial and Credit Activity Problems of Theory and Practice*, 1(42), 406-414. <https://doi.org/10.55643/fcaptop.1.42.2022.3661>
11. Zachosova, N., Kovalenko, A., & Kutsenko, D. (2022). Kadrova polityka u mekhanizmi upravlinnya ekonomichnoyu bezpekoyu v umovakh Chetvertoyi promyslovoyi revolyutsiyi. *Akademichnyy ohlyad*, 2(57), 142-158. <https://doi.org/10.32342/2074-5354-2022-2-57-11>
12. Malykhina, Y. A., Borodiyenko, O. V., Radkevych, O. P., & Radkevych V. O. (2021). Experience of human capital development in ukrainian communication companies: scientific and pedagogical approaches. *Financial and Credit Activity Problems of Theory and Practice*, 1(32), 494-506. <https://doi.org/10.18371/fcaptop.v1i32.200663>
13. Sergienko, O. A., Morozova, N. L., Karpets, O. S., & Babenko, M. V. (2018). Model aspects of evaluating efficiency of the personnel management and motivation. *Financial and Credit Activity Problems of*

- Theory and Practice*, 4(27), 307–317.
<https://doi.org/10.18371/fcaptop.v4i27.154121>
14. Ivanova, N., Kucherenko, D., Kuznetsova, T., Rasulova, A., & Salimon, O. (2022). Creative staff as a factor of the enterprise's success. *Financial and Credit Activity Problems of Theory and Practice*, 3(44), 243–250.
<https://doi.org/10.55643/fcaptop.3.44.2022.3712>
 15. Kuznyetsova, A., Kozmuk, N., Klipkova, O., & Stetsevich, A. (2021). Structural paradigm of innovative and investment partnership. *Financial and Credit Activity Problems of Theory and Practice*, 2(37), 351–361.
<https://doi.org/10.18371/fcaptop.v2i37.230303>
 16. Zachosova, N., Zvyko Z., & Zanora, V. (2020). Human risks of project management involving remote teams in the context of the enterprise economic and financial security. *Financial and credit activity: problems of theory and practice*, 4(35), 514–521. <https://doi.org/10.18371/fcaptop.v4i35.222530>
 17. Melnychenko, S., Lositska, T., & Byelyayeva, N. (2022). Digitalization of the HR-management system of the enterprise in the context of globalization changes. *Financial and Credit Activity Problems of Theory and Practice*, 6(41), 534–543.
<https://doi.org/10.18371/fcaptop.v6i41.251527>
 18. Hirman, A., & Korniyenko, A. (2018). Do pytannya rozvytku personalu orhanizatsiyi. *Molodyy vchenyy*, 11 (63), 1095–1098.
 19. Zhylenko, A., & Bykova, A. (2018). Osoblyvosti upravlinnya rozvytkom personalu na pidpryyemstvi. *Molodyy vchenyy*, 11 (63), 418–421.
 20. Hetman, O.O., & Bilodid, A.O. (2017). Innovatsiyini metody rozvytku personal Hlobalni ta natsiona-lni problemy ekonomiky, 17, 556–561.
 21. Hayeva, V., Zinhayeva, N., & Stilnyk, V. (2018). Profesiynny rozvytok personalu ta yoho rol v upravlinni. *Molodyy vchenyy*, 10 (62), 734–736.
 22. Science, technology and innovation / Scientific and innovation activities Ukraine.
https://ukrstat.gov.ua/druk/publicat/kat_u/publnauka_u.htm
 23. Global Innovation Index 2022. https://ukrstat.gov.ua/druk/publicat/kat_u/publnauka_u.htm
 24. Babchynska, O. I. (2022). Skladovi elementy mekhanizmu upravlinnya rozvytkom personalu innovatsiyno aktyvnoho pidpryyemstva. *Intelekt XXI*, 6, 114–117. <https://doi.org/10.31891/2307-5740-2021-294-3-25>
 25. Tereshchenko, T. YE., & Kyselov, V. R. (2019). Upravlinnya rozvytkom personalu yak zaporuka konkurentozdatnosti personal. *Ekonomichni studiyi*, (2), 205–209.
 26. Leskova, S. V. (2020). Implementatsiya innovatsiynoyi systemy upravlinnya rozvytkom personalu v protses upravlinnya personalom rozdrubnykh torhovelnykh merezh. *Visnyk LTEU. Ekonomichni nauky. Economic Sciences*, (59), 116–123. <https://doi.org/10.36477/2522-1205-2020-59-15>
 27. Zelinska, H., & Andrusiv, U. (2021). Personnel development management of business entities through the prism of corporate culture. *Scientific Bulletin of Ivano-Frankivsk National Technical University of Oil and Gas (Series: Economics and Management in the Oil and Gas Industry)*, 2(22), 72–80. [https://doi.org/10.31471/2409-0948-2020-2\(22\)-72-80](https://doi.org/10.31471/2409-0948-2020-2(22)-72-80)
 28. Ostryanina, S., Mokiy, O., & Drobitko, D. (2021). Upravlinnya rozvytkom personalu pidpryyemstva u konteksti vprovadzhennya kontseptualnoyi modeli samomenedzhmentu. *Ekonomika ta suspilstvo*, (29), 29–39. <https://doi.org/10.32782/2524-0072/2021-29-39>
 29. Smachylo, V. V., & Tseselska, K. A. (2019). Obgruntuvannya kharakterystyk kadrovoho potentsialu pidpryyemstv. «Visnyk ZHDTU»: *Ekonomika, upravlinnya ta administruvannya*, 1(87), 29–35. [https://doi.org/10.26642/jen-2019-1\(87\)-29-35](https://doi.org/10.26642/jen-2019-1(87)-29-35)
 30. Coursera Job Skills of 2023 Report. <https://digital-skills-jobs.europa.eu/en/inspiration/research/coursera-job-skills-2023-report>
 31. Vapnyarchuk, N.M. (2020). Svitovyy dosvid profesiynoho rozvytku personalu. *Pravo ta innovatsiyi*, 2(30), 63–69.
[https://doi.org/10.37772/2518-1718-2020-2\(30\)-9](https://doi.org/10.37772/2518-1718-2020-2(30)-9)

Кудактін С., Назаренко С.

УПРАВЛІННЯ РОЗВИТКОМ ПЕРСОНАЛУ ДЛЯ ПОСИЛЕННЯ КАДРОВОГО ПОТЕНЦІАЛУ ТА СТАНУ ЕКОНОМІЧНОЇ БЕЗПЕКИ СУБ'ЄКТІВ ГОСПОДАРЮВАННЯ

Метою дослідження є концептуалізація засад управління розвитком персоналу, визначення завдань цього процесу, факторів, які знижують рівень ефективності розвитку працівників і причин, що мінімізують готовність працівників до саморозвитку та професійного розвитку. Удосконалено категорійний апарат кадрового менеджменту уточненими авторами поняттями «розвиток персоналу», «управління розвитком персоналу». Доведено зв'язок між управлінням розвитком персоналу та формуванням кадрового потенціалу суб'єкта господарювання, здатного забезпечити підприємству конкурентні переваги та безперервну діяльність на ринку. Узагальнено мотиви, каталізатори та методи й інструменти розвитку персоналу. Запропоновано на рівні роботодавців та топ-менеджменту розвиток персоналу позиціонувати як складову ціннісної пропозиції для співробітників (Employee Value Proposition), а також урахувувати її при перегляді та оновленні карт компетенцій.

Формування якісного інформаційно-документаційного супроводу процесу розвитку персоналу, зокрема розробка карт компетенцій, IDP-планів, кадрової політики, сприятиме підвищенню рівня ефективності кадрового менеджменту суб'єкта господарювання. Грамотна розробка їх та дотримання на рівні менеджменту дозволить сформувати кадровий потенціал підприємства й забезпечити високий рівень інтелектуально-кадрової безпеки компанії. Визначено наслідки, які може мати ефективне управління розвитком персоналу для стану економічної безпеки суб'єктів господарювання. Зроблено припущення, що стратегічні орієнтири розвитку персоналу мають органічно поєднуватися зі стратегією організації, її місією, візією, корпоративною культурою та сприяти досягненню цілей існування на оптимальних часових інтервалах.

Ключові слова: менеджмент, управління персоналом, розвиток персоналу, економічна безпека, кадровий потенціал, кадрова політика, кадрові ризики

JEL Класифікація: J24, M12, O15