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**COMPETENCY-BASED APPROACH TO PERSONNEL  
MANAGEMENT AS THE KEY TO EFFECTIVE ORGANIZATIONAL  
DEVELOPMENT IN THE CONDITIONS OF MODERN CHALLENGES**

**КОМПЕТЕНТІСНИЙ ПІДХІД В УПРАВЛІННІ ПЕРСОНАЛОМ ЯК  
КЛЮЧ ДО ЕФЕКТИВНОГО РОЗВИТКУ ОРГАНІЗАЦІЇ В УМОВАХ  
СУЧАСНИХ ВИКЛИКІВ**

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У статті розглядається еволюція підходів до управління персоналом –  
від адміністративно-бюрократичних моделей до сучасного стратегічного

управління людськими ресурсами, що ґрунтується на компетентнісному підході. Окрему увагу приділено трансформації функцій HR-менеджменту в умовах глобальних криз, війни, нестабільності та динамічних змін на ринку праці. Компетентнісний підхід визначається як міждисциплінарна управлінська стратегія, що поєднує освітні, поведінкові та організаційні компоненти для формування ефективного кадрового потенціалу.

Проаналізовано сутність поняття компетентності як інтегральної характеристики працівника, яка включає не лише знання, уміння та навички, а й особистісні риси, мотивацію, адаптивність, відповідальність і здатність до саморозвитку. У межах порівняльного аналізу подано морфологічну таблицю визначень понять «компетенція» та «компетентність» за українськими та зарубіжними науковцями. Визначено, що, попри різноманітність трактувань, дослідники одностайно визнають компетентність основою ефективної професійної діяльності.

У роботі розкрито прикладні можливості компетентнісного підходу у стратегічному управлінні персоналом, зокрема у формуванні HR-стратегій, системи оцінювання, плануванні навчання, розвитку персоналу та управлінні змінами. Представлено авторську графічну схему структури компетентнісного підходу, яка візуалізує взаємозв'язки між знаннями, уміннями, мотивацією, поведінкою працівника та досягненням стратегічних результатів. Підкреслено важливість його впровадження для підвищення гнучкості, стійкості, інноваційності та конкурентоспроможності організації. Компетентнісний підхід розглядається як ефективний інструмент сучасного HR-інжинірингу, що сприяє узгодженню потреб організації з потенціалом персоналу. Також наголошено на необхідності адаптації компетентнісних моделей до галузевої специфіки та контексту конкретного підприємства. Результати дослідження можуть бути використані як теоретична й практична основа для вдосконалення управлінських процесів у сфері персоналу.

**Ключові слова:** компетенція, компетентність, компетентнісний підхід, HR-менеджмент, персонал

The article examines the evolution of approaches to personnel management – from administrative-bureaucratic models to modern strategic human resources management, based on the competency approach. Special attention is paid to the transformation of HR management functions in the context of global crises, war, instability and changes in the labor market. The essence of the concept of competence as an integral characteristic of an employee, which includes not only knowledge, skills and abilities, but also motivation, adaptability, responsibility and the ability to self-development, is analyzed.

The paper reveals the applied possibilities of the competency approach in strategic personnel management, in particular in the formation of HR strategies, personnel assessment, training and development planning. The author's graphic diagram of the structure of the competency approach is presented, which visualizes the relationship between knowledge, skills, motivation, behavior and strategic results. The importance of the conscious implementation of the approach in HR practices is emphasized, as well as its role in increasing the adaptability of organizations and creating competitive advantages.

**Keywords:** competence, competency, competency-based approach, HR management, personnel

**Problem statement.** Human resource management as a science and a field of practical activity has undergone a complex evolution - from administrative control to strategic human resources management. In the current conditions of global crises, military operations, labor market transformation and increased competition between organizations, this area requires new approaches. A competency-based approach is gaining particular relevance, which allows not only to maintain the effectiveness of organizations, but also to ensure their adaptability, flexibility and resistance to change.

**Analysis of recent research and publications.** The idea of a competency approach was initiated in the studies of R. White and D. McClelland [9], who emphasized the importance of personal qualities in professional activity. A significant contribution was made by R. Boyatzis [3], J. Raven [13], Dubois & Rothwell [5]. In the Ukrainian scientific community, this issue was addressed by V. Karyuk [8], L. Balabanova [1], N. Efremova [6] and others, who considered competencies as a basic element of effective personnel management and professional development. However, in the scientific discussion there is still no unity in the interpretation of the concepts of «competence» and «competency», their structuring and methods of application.

**Highlighting previously unresolved parts of the overall problem.** Despite the growing interest in the competency approach, there is a problem of its formal implementation in management practice without adaptation to the context of a specific organization. The lack of unified models, the insufficient connection between competencies and strategic results, as well as ignoring the individual characteristics of personnel remain under-researched aspects. The impact of the competency approach on organizational adaptability and competitiveness in crisis conditions is also insufficiently substantiated.

**Formation of the objectives of the article (task statement).** The aim of the article is to generalize scientific approaches to the interpretation of competencies and the competency approach in personnel management, to determine their essential characteristics and applied significance in modern strategic management. The task of the study is to identify effective directions for implementing the competency approach, analyze its advantages in crisis conditions and visualize the structure of the model through a graphic diagram.

**Summary of the main research material.** Historically, personnel management was based on administrative functions: control, discipline and regulated procedures. With the development of theories of motivation, leadership and organizational culture, the emphasis gradually shifted to attracting employees, developing their potential and creating value through human capital.

The competency-based approach became a response to the growing demands for flexibility, adaptability and efficiency of personnel in a changing environment.

The essence of the competency-based approach lies in the complex combination of functional and behavioral characteristics of the employee, orientation to results, as well as the integration of various social groups in the work team. This approach forms personnel strategies based on the development of key competencies required at specific stages of the organization's development.

An analysis of various scientific sources shows that competence is an integral characteristic of an employee, which includes knowledge, skills, behavioral attitudes, responsibility and adaptability. Table 1 provides examples of definitions by well-known authors that emphasize the multidimensionality of this concept.

**Table 1.**

**Analysis of the main definitions of the concepts of «competence» and «competency»**

<b>Author, sources</b>	<b>Definition of Competence</b>	<b>Characterisation</b>
Cambridge Assessment [4]	The ability to integrate and apply contextually-appropriate knowledge, skills and psychosocial factors	A holistic complex of knowledge, skills, and motivation
D. McClelland [9]	A set of motives, traits, and skills that ensure effectiveness	Integral characteristic with an «advantage» in operation
R. Boyatzis [3]	The main personality characteristic that ensures high performance	Features and properties that support consistent performance
N. Efremova [6]	Generalized personality quality: knowledge + skills + adaptability	Ability to adapt to changing conditions

*Source: generated by the authors [3, 4, 6, 9]*

Despite different emphases, all authors agree that competence includes both professional knowledge and skills, as well as behavioral characteristics, adaptability and responsibility. The aspect of adaptation and resource mobilization in unstable or crisis situations is especially important. In practice, this means that HR strategies are formed not only on the basis of formal job requirements, but also taking into account specific competencies necessary to

implement the organization's development strategy. Thus, a competency-based approach ensures the adaptability and stability of personnel in a changing external environment.

Different scholars interpret the concepts of competence and competence differently, which often causes confusion. However, an analysis of modern definitions demonstrates a common understanding of these categories as multifaceted characteristics of an employee.

Competence is most often viewed as individual knowledge, skills or behavioral characteristics that can be measured or assessed. For example, the ability to use certain software, communication skills, the ability to work in a team.

Competence is a more integrated concept that combines a set of competencies, motivation, values and behavioral attitudes, which together ensure the effectiveness of an employee in performing professional duties

The competency-based approach is considered as a comprehensive methodology focused on the development and application of key competencies in professional activities. As shown in Table 2, various researchers define this approach as a system of principles and tools that ensure increased organizational effectiveness through the development of human capital.

**Table 2**

**Competency-based approach in strategic personnel management**

<b>Author</b>	<b>Definition of the competency approach</b>	<b>The essence of the approach</b>
E. Pelinescu [12]	Organization of activities taking into account knowledge, skills and values	Formation of professional activity based on knowledge and values
Dubois & Rothwell [5]	HR process management system based on competencies	A comprehensive HR system with an orientation to competencies
M. Armstrong [2]	Competency analysis to improve the efficiency of HR processes	A practical methodology for increasing performance
Sanchez & Heene [14]	concept that integrates economic, organizational and behavioral factors	A strategic approach to the development of key competencies

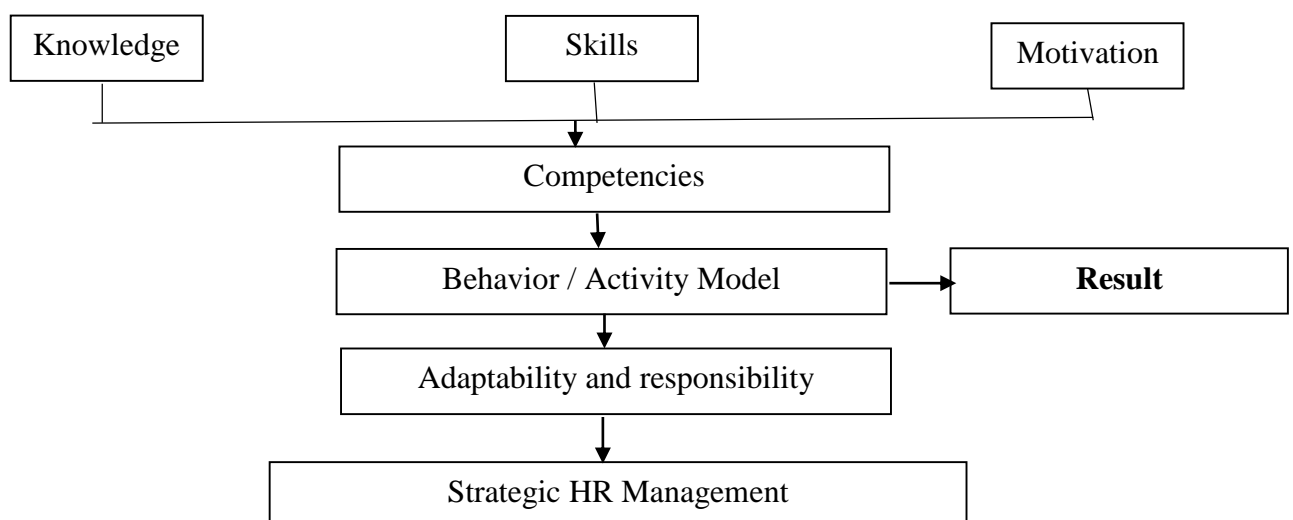
*Source: generated by the authors [2, 5, 12, 14]*

The implementation of the competency approach can be implemented through the development of competency models that detail the necessary knowledge, skills and behavioral characteristics for different job groups [8]. Based on such models, a system of selection, assessment, training and motivation of personnel is formed.

For example, for a middle manager, competencies in the areas of strategic thinking, conflict management, effective communication and decision-making in stressful situations can be defined. An employee who demonstrates these competencies will have higher chances of successful task performance and career development.

Despite the advantages, the implementation of the competency approach is often complicated by the lack of a single terminology, bureaucratic procedures and formal copying of foreign models without adaptation to national and organizational characteristics.

Effective use of the competency approach requires a deep understanding of the essence of competencies, their connection with the strategic goals of the organization, as well as the development of clear algorithms and assessment methods. It is important to involve specialists who are able to take into account the specifics of the organization and the dynamics of the external environment.



**Fig. 1. Scheme of the competency approach in personnel management**

Competence is formed as an integration of knowledge, skills and motivation, which is realized through employee behavior and adaptability to conditions. It is the basis for effective performance and strategic management. The implementation of the competency approach contributes not only to improving the professional behavior of employees, but also stimulates them to self-development, active participation in internal processes and strengthening organizational culture [10]. An important aspect is the orientation not only on the availability of knowledge, but also on the ability to effectively apply it to achieve specific results.

In conditions of instability and variability of the external environment, the competency approach allows to increase the adaptability and stability of personnel, which are key factors of survival and development of organizations. The introduction of HR tools based on competencies provides more flexible and targeted development of personnel, focused on the strategic goals of the enterprise.

**Table 2**

**Main components of the competency approach and their characteristics**

<b>Component</b>	<b>Description</b>	<b>Example in professional activity</b>
Knowledge	Theoretical information required for the job	Knowledge of quality standards, technological processes
Skills	Practical application of knowledge	Ability to use CRM system, negotiation skills
Motivation	Inner desire to perform the job effectively	Interest in professional growth, desire to achieve results
Behavior	A behavioral model reflecting competencies	Responsibility, sociability, stress resistance
Adaptability	Ability to respond quickly to changes in the environment	Flexibility in making new decisions, self-organization

*Source: generated by the authors [7, 11]*

Ukrainian scientists emphasize that the competency approach allows to form models of professional behavior that correlate with specific and measurable results of activity, which is the key to effective management of human resources.



**Conclusions.** The competency approach in modern personnel management is an effective methodology that combines knowledge, skills, motivation and behavioral characteristics of employees to achieve the strategic goals of the organization. Its relevance is growing in the context of global challenges, economic instability and the need for rapid adaptation to changes. Further development of the theoretical foundations and practical tools of the competency approach will contribute to the formation of highly effective human resources capable of ensuring the competitiveness of organizations in the market.

In a situation of global instability, increased competition, technological changes and war, organizations need personnel capable of quickly adapting to new challenges, making informed decisions and acting effectively in difficult conditions. The competency approach provides tools for the formation of such personnel.

The advantages of implementing the competency approach are:

- focus on practical results, and not only on the formal level of knowledge;
- increasing employee motivation through the development of their strengths and self-realization;
- inclusivity and consideration of individual characteristics;
- improving the internal organizational culture and strengthening team interaction;
- creating a foundation for continuous learning and development, which ensures the flexibility and sustainability of the organization.

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