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THE IMPACT OF LEADERSHIP ON PERSONNEL DEVELOPMENT UNDER THE INFLUENCE OF DIGITAL TRANSFORMATION

Вплив лідерства на розвиток персоналу під впливом цифрової трансформації

Problem statement. In recent years, digital technologies have deeply penetrated modern realities, making it difficult to imagine the operation of any enterprise without the use of digitalization tools. This, in turn, determines an even faster pace of development and adaptation to the external environment. Modern managers in Ukraine face the necessity of making decisions under conditions of complete uncertainty and constantly adapting to changes occurring in the external environment. Competitive advantages in the market can only be formed through coordinated teamwork of all company personnel, which is possible only with the presence of leadership qualities among managers.

The development of leadership in the global environment is becoming particularly relevant in connection with the integration of economies, cultures, and innovative technologies that shape the modern global space. Today, every manager of an enterprise faces numerous challenges that require balanced managerial decisions and their effective implementation in the organization's activities. At the same time, the

success of such decisions largely depends on the level of employees' trust in their manager, which requires the latter to demonstrate genuine leadership qualities. In this context, leadership opens up new opportunities but is also accompanied by a range of challenges, which are especially evident under the conditions of globalization.

Analysis of recent research and publications. The issue of leadership in the context of personnel development has been the subject of research by many scholars in the fields of psychology, management, sociology, and other disciplines. Significant contributions to the study of this topic were made by such renowned scientists as W. Bennis, J. Kotter, P. Drucker, M. Porter, M. Weber, C. Blackmore, L. Graetzel, W. Rothwell, F. Dayton [2, 4, 7, 10]. At the same time, certain aspects of the problem remain insufficiently explored.

The purpose of the article is to analyze the impact of leadership on modern aspects of personnel development processes in the context of digital transformation.

Main material. The specifics of digitalization lie in the use of modern digital technologies for the qualitative transformation of business processes, managerial decisions, economic and social relations. It does not boil down merely to automation or converting information into electronic form, but rather involves creating new opportunities for development and improving the efficiency of systems through data, digital platforms, and innovative tools. Digitalization is one of the key trends of modern development, which transforms society and business both in the strategic perspective and in the present time. Digital transformation can increase dynamic efficiency and provide both evolutionary and radical innovative changes in the production and distribution of goods, the provision of services, management processes, strategies, and forms of organizing economic activity. This inevitably affects the development of business, scientific research, healthcare, the agricultural sector, and virtually all spheres of human life [10, 12]. In turn, the state seeks to stimulate the digitalization of Ukraine's economy, to activate innovation and investment processes by applying regulatory, organizational, and administrative instruments of governance.

Therefore, under the influence of quite rapid changes, enterprise managers should adapt their employees to new realities and cultivate in them leadership qualities for more successful overcoming of transformational processes. Thus, we will consider the factors of leadership influence on personnel development and the problems of digital transformation in Ukraine (Tab. 1) [5, 6, 12, 13].

Table 1

The relationship between the impact of leadership on personnel development and the problems of digital transformation in Ukraine

Factors of leadership influence	Problems in Ukraine
1. Digital competence of the leader – the ability to work with the latest technologies and inspire personnel to use them.	Insufficient digital literacy of managers, lagging behind in knowledge of modern technologies.
2. Vision and strategic thinking – forming a vision of the company’s digital transformation.	Lack of a comprehensive strategy for digital development and leadership in many companies.
3. Motivation and support of personnel – assisting employees in overcoming stress and fear of new technologies.	Resistance to change among employees, fear of automation and job losses.
4. Formation of a corporate culture of innovation – encouraging creativity, tolerance for mistakes, and support for new ideas.	Cultural barriers: authoritarian management culture, low readiness for teamwork and innovation.
5. Investment in personnel development – training, upskilling, and retraining of staff.	Lack of investment in training and professional development of employees.
6. Flexibility of management style – transition from authoritarian to adaptive and partnership-based styles.	Traditional rigid management models that hinder effectiveness in the digital environment.
7. Support of innovative projects – creating conditions for experiments and the implementation of new technologies.	Uneven digital transformation across industries (rapid development in IT but slow changes in the public sector and industry).

Thus, it can be concluded that leadership in the context of digital transformation becomes a key factor in personnel development, since it is managers who are responsible for shaping the strategy of change, corporate culture, and the readiness of the team to implement new technologies. Effective leaders are able to motivate employees, ensure their professional retraining, and create a favorable environment for innovation.

At the same time, Ukraine faces a number of problems that slow down this process. Among the main ones are the low level of digital literacy among managers, insufficient investment in employee training, cultural resistance to change, and the

dominance of authoritarian management styles. There is also an uneven pace of digital transformation across different sectors [1, 3].

Therefore, for the successful development of personnel under the influence of digital transformation, it is necessary to enhance the digital competencies of leaders, foster a culture of innovation, support management adaptability, and invest in continuous employee training. This will reduce resistance to change and build sustainable competitiveness of Ukrainian companies.

It should not be overlooked that martial law in Ukraine also imposes additional challenges on personnel development. However, despite the existing difficulties, the conditions of martial law contribute to the search for innovative approaches to personnel development. In particular, the spread of distance learning and self-education is increasing, while online courses, webinars, and e-learning platforms are being introduced more actively. Enterprises are more often using adaptive and short-term training programs aimed at solving specific tasks and acquiring necessary competencies quickly. Greater attention is paid to the development of soft skills, the ability to cope with stress, crisis management, and effective team interaction under conditions of instability [2, 4].

Thus, personnel development during wartime acquires new features: it becomes not only a means of improving labor efficiency but also a key factor in ensuring the resilience of enterprises to external threats. Management is required to create conditions for continuous learning, to support employee motivation, and to form a talent pool even in difficult crisis realities.

In modern business conditions, the effective transfer of knowledge between different generations of employees is gaining increasing importance. Personnel training and development are considered integral components of a company's success. At the same time, emphasis is placed on optimizing costs associated with recruitment and training, since these processes directly affect labor productivity and the overall performance of the enterprise [5, 7].

The personnel management system occupies a leading position among the factors ensuring the stable functioning of an organization under conditions of economic

instability. At the same time, staff development is defined as one of the priority directions of management. Despite the variety of interpretations of this concept in the scientific literature, a common feature is the emphasis on the importance of interpersonal interaction of employees in the work process [5, 7, 8].

For management to fully realize the role of personnel as the main resource of the organization, and for employees to feel support, trust, and belonging to the company, it is necessary to develop a balanced personnel management strategy. This strategy should cover not only the improvement of employee qualifications but also the creation of a positive and motivating environment where each worker understands their significance and contribution to achieving common results.

An important component of such a strategy is building effective interaction between management and the team, which ensures mutual understanding and strengthens team unity, primarily due to a leadership-oriented approach. As a result, an atmosphere of trust is formed, which contributes to the stable development of the enterprise and improves its long-term performance [1, 2, 8, 13]. Therefore, let us consider the definition of the essence of leadership (tab. 2).

Table 2

Definitions of the concept of “leadership” from the perspective of different authors

Author	Definition of Leadership	Specific Features of the Approach
Max Weber [2]	Leadership is the ability of an individual to influence others through charisma, competence, or authority.	Focus on charisma and types of power.
Ralph Stogdill [8]	Leadership is the process by which an individual directs the activities of a group to achieve common goals.	Orientation toward group dynamics and objectives.
James MacGregor Burns [3]	Leadership is an interaction in which leaders and followers mutually raise one another to a higher level of motivation.	Introduction of the transformational leadership concept.
Bernard Bass [1]	Leadership is the ability to motivate people to achieve more than they themselves believe possible.	Division into transformational and transactional leadership.
Daniel Goleman [9]	Leadership is the ability to influence the emotions of others, contributing to the formation of trust and inspiration in the team.	Emphasis on emotional intelligence.
Fred Fiedler [4]	Leadership is the effective combination of a leader’s style and the specific situation in which they operate.	Situational approach to leadership.

Paul Hersey and Ken Blanchard [5]	Leadership is the process of influencing people depending on their level of competence and readiness.	Situational leadership model.
John Maxwell [8]	Leadership is the influence exerted by a leader on others to achieve a set goal.	Practical approach based on skills and values.
Gareth Jones and Jennifer George [7]	Leadership is the process of creating a vision that motivates employees to achieve common goals.	Charismatic and authentic leadership.

As can be seen from tab. 2, there is a significant diversity of approaches to defining the concept of “leadership,” which depends on research objectives, context, and other factors. The role of leadership in modern enterprise management is extremely important, since effective organizational development is impossible without the timely adoption of well-founded managerial decisions, which must be properly implemented. This requires a charismatic leader capable of motivating personnel to achieve the set goals.

Let us take a closer look at the key aspects of leadership influence on enterprise management [1, 2, 9]. One of the main tasks of a manager is to determine the strategic direction, which is shaped through the vision and mission of the organization. The leader creates a vision of the company’s future development and formulates a shared mission to achieve strategic objectives. An important component is also goal orientation, which ensures the alignment of team actions with the long-term priorities of the enterprise.

Let us consider the key factors that characterize the relationship between management and leadership in the modern economic environment, reflecting their common and distinctive features (tab. 3) [4, 9, 12].

Table 3

Connection between management and leadership

Aspect	Management	Leadership	Connection
Main Goal	Organizing processes to achieve set objectives.	Inspiring and motivating people to achieve common goals.	Leadership provides motivation, while management provides structure to reach goals.
Focus	Processes, resources, tasks.	People, emotions, interaction.	Management executes goals, while leadership stimulates their achievement.

Style of Influence	Authority, regulations, organizational rules.	Charisma, trust, shared vision.	Leadership helps build trust in managerial decisions.
Role	Planning, control, coordination, resource allocation.	Motivation, inspiration, strategy and vision building.	Leadership sets the direction, while management ensures execution of the plan.
Motivation	Task performance through control and rewards.	Task performance through inspiration, engagement, and development.	Leadership complements management's motivational mechanisms.
Orientation	Short-term goals, completion of specific tasks.	Long-term goals, vision creation, and innovation.	Leadership helps see the "big picture," which management implements.
Approach to Change	Reactive: control and adaptation to change.	Proactive: initiating and implementing change.	Leadership facilitates change, which management structurally secures.
Communication	Formal, structured.	Informal, inspirational, interactive.	Management uses leadership communication to enhance effectiveness.
Main Instrument	Regulations, rules, policies.	Charisma, inspiration, personal example.	Leadership strengthens management tools through personal influence.
Team Effectiveness	Achieved through control and clear task distribution.	Achieved through trust, motivation, and building partnerships.	Leadership creates conditions for successful execution of managerial functions.

Management and leadership are closely interconnected. Leadership inspires and engages people, while managerial functions provide organizational structure and control to achieve set goals. A successful manager combines both approaches, harmonizing strategy, processes, and personnel motivation. Particular attention is given to charismatic leaders, which necessitates a closer examination of their essence [3, 7, 11, 12].

An important factor in achieving an enterprise's strategic goals under the influence of digital transformation is personnel motivation, which can be ensured through the following measures: emotional connection – leaders inspire employees by providing emotional support and stimulating enthusiasm; fair rewards – motivation is shaped through a system of incentives aligned with employee achievements; potential development – fostering personal and professional growth of the team [5, 7, 8].

The next key aspect is the organization of work processes, which is ensured through a clear distribution of responsibilities. Leaders effectively delegate tasks based

on employees' strengths. Team formation is also a crucial component, where effective working groups are created to achieve common goals, with the increasing use of digital technologies playing an especially supportive role in this process.

The fourth element of successful enterprise development is change management. This includes adaptation to innovations – leaders support the implementation of new practices, reducing resistance – helping employees embrace changes through training and support, as well as upskilling for more effective digital transformation [8, 9, 13].

Equally important is the formation of organizational culture, which is based on ethics and values. The leader sets the tone of behavior in the organization by establishing ethical standards, fostering corporate identity, and creating an atmosphere of mutual respect, trust, and cooperation.

A key success factor is the decision-making process. Strategic decisions shape the organization's course, and leaders assume responsibility for making them. At the same time, it is essential to ensure inclusiveness by involving the team in decision-making, which increases engagement and trust [6, 10, 12].

Another task of the manager is the effective resolution of conflicts. This may occur through mediation, where leaders act as intermediaries in disputes, or through prevention, by creating conditions that minimize the likelihood of conflicts in the future.

Thus, leadership in enterprise management is a decisive factor in its success and a key driver of personnel development in the context of digital transformation. It not only ensures the completion of tasks but also inspires, supports, and develops employees, laying the foundation for achieving ambitious goals in a competitive environment.

During the period of martial law, personnel development becomes particularly important, as organizations face heightened uncertainty, changing working conditions, and the need to respond quickly to new challenges. In this context, digital transformation serves as a key tool for supporting and developing employee competencies. The introduction of digital technologies enables distance learning, online training sessions and webinars, as well as access to electronic resources and self-

development platforms. This not only promotes professional skill enhancement but also allows personnel to adapt quickly to new working conditions, maintain productivity, and ensure effective communication [8, 13].

Digital tools also provide a personalized approach to development, enabling the identification of individual employee needs and the creation of training programs tailored to their competencies. Furthermore, analytical platforms help management monitor learning progress, evaluate the effectiveness of initiatives, and adjust personnel development strategies in a timely manner.

Under such conditions, leadership acquires a particularly significant role: managers must motivate employees to use digital tools, foster emotional and psychological comfort, support team interaction, and ensure a strategic vision for organizational development in the face of crisis challenges. Thus, digital transformation during martial law becomes a key factor in ensuring continuous personnel development, enhancing adaptability, and strengthening readiness for change, which ultimately determines organizational resilience and competitiveness.

Modern conditions require enterprises to adopt more flexible approaches to training and employee development, particularly through the introduction of distance learning platforms, short-term practical programs, and digital knowledge management tools [2, 4, 6].

An important element of effective HR policy is the emotional and psychological support of employees, which helps maintain motivation, ensures engagement, and contributes to workforce stability. The application of digital technologies in personnel development offers wide opportunities for analytics, personalized learning, competency assessment, and evidence-based managerial decision-making. Equally significant is the creation of a positive internal environment based on trust, mutual support, and shared values. Such an atmosphere not only preserves human capital but also enhances team cohesion, which is critical during periods of instability and crisis.

Therefore, personnel development in modern conditions should be viewed not only as professional training but as a strategically important area of management that ensures adaptability, innovation, and competitiveness. Within this framework, digital

transformation is conceptualized as an essential component of strategic management in industrial enterprises, simultaneously serving as a process, a resource, and a strategy. It involves a systematic analysis and implementation of digital technologies at all levels of management—from strategic planning to daily operational processes.

In the era of digital transformation, leadership acquires new characteristics and requirements. Leaders must not only manage processes but also actively promote the implementation of innovative technologies, cultivate a digital culture within the organization, and stimulate personnel adaptability [3, 7, 9].

A distinctive feature of such leadership is the ability to develop a strategic vision of digital opportunities and integrate them into business processes, as well as flexibility in decision-making under conditions of rapid change. Communication plays a vital role: a leader must motivate and engage employees, ensure information transparency, and create an environment for knowledge sharing. Digital leadership also involves developing personnel competencies through the use of modern learning technologies, analytics, and knowledge management. In addition, leaders must balance innovation with operational stability, while maintaining team cohesion and a culture of openness to change [8, 11, 13].

Thus, leadership in the context of digital transformation combines strategic vision, technological competence, and a high level of social and emotional intelligence, which are key factors in the successful development of organizations. Effective use of modern personnel development methods requires a balanced approach that combines traditional and innovative tools, promotes the development of digital competencies, and adapts methods to the specific needs of the enterprise.

The comprehensive integration of modern technologies into personnel development processes enhances productivity, flexibility, and organizational competitiveness, ensuring sustainable growth even under conditions of high uncertainty. Modern methods of personnel development under the influence of digital transformation are an integral part of human resource management systems, as they support the realization of employees' internal potential, improve professional qualifications, strengthen accountability for task execution, and foster stronger

interpersonal relationships within the team. These methods help build effective teamwork, consider employees' needs and interests, and direct their activities toward achieving the enterprise's strategic objectives [4, 5, 11].

The application of innovative approaches to personnel training under digitalization contributes to such outcomes as: improved financial and economic performance of the company; enhanced knowledge, skills, and competencies of employees; increased productivity both at the individual and team levels; stronger team interaction and internal cohesion; faster adaptation to changes and innovations; stimulation of creative thinking; and more effective decision-making, which directly depends on the leadership qualities within the enterprise.

The human factor remains the key resource of enterprise development, even in the digitalized society, therefore continuous professional improvement is the cornerstone of labor productivity growth and the achievement of economic, social, and organizational effectiveness, which must be ensured by a leader-manager. Company success largely depends on an effective personnel development strategy, which views employees not only as executors but also as a source of potential, new ideas, and opportunities requiring support and development to ensure the organization's sustainable progress [4, 6, 10].

Personnel development under martial law and digital transformation has several specific features driven by environmental instability, limited resources, elevated risks, and the need for rapid adaptation. The primary goal of HR policy in such conditions is to preserve human capital, maintain workforce capacity, and ensure uninterrupted enterprise functioning even in crisis situations.

Among the key features of personnel development during wartime are: priority given to retaining key staff – maintaining highly qualified specialists, forming a talent pool, and ensuring succession; flexibility of training formats – with preference for distance, modular, and short-term programs that allow for rapid knowledge updates; enhanced psychological support – through emotional support programs, resilience training, crisis leadership, and team interaction initiatives; emphasis on soft skills development – particularly adaptability, communication, self-management, and

decision-making under uncertainty; maximization of internal potential – through mentoring, internal trainers, and peer knowledge exchange; optimization of training budgets – leveraging free resources, online platforms, and self-learning; strengthening the strategic role of the HR function – with HR units acting as crisis management hubs that set priorities in training and personnel support; and the digitalization of personnel development processes – active use of Learning Management Systems (LMS), HR analytics, video training, and cloud services for monitoring and assessing employee progress. Therefore, personnel development during wartime must be adaptive, cost-effective, psychologically oriented, and deeply integrated into the overall crisis management strategy of the enterprise [5, 7, 13].

Conclusions. Leadership in the context of digital transformation is a key factor in personnel development, since the effectiveness of change strategy formulation, corporate culture, and organizational readiness for innovative technologies depends largely on managers. An effective leader can not only inspire and motivate employees but also create a favorable environment for professional development, innovation support, and strengthening enterprise competitiveness.

In Ukraine, personnel development faces a number of challenges, including low levels of digital literacy among managers, cultural resistance to innovation, dominance of authoritarian management styles, and insufficient investment in employee training. At the same time, wartime realities stimulate more active adoption of distance learning, development of soft skills, crisis management, and the use of digital HRM platforms, which open new opportunities for workforce adaptation.

Personnel development in modern conditions should be regarded not merely as a process of skill enhancement but as a strategically important management direction that ensures organizational stability, flexibility, and innovation. Leadership in the digital era combines strategic vision, technological competence, and socio-emotional intelligence, which together form the foundation for sustainable enterprise development, even under high uncertainty. Thus, the integrated combination of leadership and digital transformation provides organizations with the ability not only

to preserve human capital but also to increase efficiency, adapt more rapidly to change, and build sustainable competitive advantages in the global environment.

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Анотація

Метою статті є дослідження особливостей розвитку персоналу з урахуванням лідерства в умовах цифрової трансформації економіки та суспільства. У роботі застосовано системний та комплексний підходи, методи порівняльного аналізу, узагальнення наукових джерел і логіко-теоретичне моделювання, що дозволило розкрити ключові напрями адаптації персоналу до змін та визначити роль лідерства у цьому процесі.

Результати дослідження свідчать, що лідерство виступає вирішальним чинником у формуванні готовності працівників до цифровізації, у розвитку їхніх цифрових компетентностей, мотивації та залученості до інноваційних процесів. Виокремлено основні складові розвитку персоналу: адаптація до змін, гнучке навчання, формування кадрового резерву, розвиток багатofункціональності, підтримка корпоративної культури, цифровізація HR-процесів і антикризове управління.

Наукова новизна полягає у поглибленні теоретичного розуміння ролі лідерства як інтеграційного чинника поєднання стратегічного бачення, технологічної компетентності та соціально-емоційної інтелігентності, що забезпечують стійкість і конкурентоспроможність організацій у період невизначеності.

Практична значущість роботи полягає у можливості використання результатів для удосконалення систем управління персоналом в українських організаціях, зокрема в умовах воєнного стану, кризових ситуацій та переходу до дистанційних форматів роботи й навчання.

Перспективи подальших досліджень пов'язані з аналізом конкретних інструментів і цифрових платформ для розвитку персоналу, оцінкою ефективності лідерських моделей у вітчизняних компаніях та вивченням впливу штучного інтелекту на трансформацію HR-процесів. Також подальшого впровадження сучасних засобів цифрової трансформації в ключові аспекти розвитку персоналу та формування лідерських якостей управлінців та працівників організації.

Ключові слова: лідерство, розвиток персоналу, цифрова трансформація, цифрові компетентності, корпоративна культура, гнучке навчання, мотивація, кадровий резерв.

Abstract

The purpose of this article is to investigate the features of personnel development with a particular emphasis on the role of leadership in the context of digital transformation of the economy and society. In order to achieve this goal, a set of scientific methods was applied, including a systemic and comprehensive approach, comparative analysis, synthesis and generalization of scientific literature, as well as logical-theoretical modeling. This methodological framework made it possible to examine not only the structural components of personnel development but also the dynamics of how leadership influences adaptation processes and organizational resilience under the conditions of rapid digitalization and external challenges.

The results of the study indicate that leadership functions as a decisive factor in preparing employees for the realities of digital transformation. Leaders not only facilitate the acquisition of digital competencies but also motivate employees, foster engagement in innovative activities, and shape a culture of openness to change. The key components of personnel development under digital transformation were identified as follows: adaptation to changes, flexible training and professional development, creation of a talent pool, development of multifunctionality among staff, reinforcement of corporate culture and values, motivation and support for employees, digitalization of HR processes, and strategic crisis management. These elements together ensure both short-term efficiency and long-term sustainability of organizations.

The scientific novelty of the article lies in expanding the theoretical understanding of leadership as an integrative factor that unites strategic vision, technological competence, and socio-emotional intelligence. Unlike traditional views of leadership, which often emphasized hierarchical authority, the study highlights leadership as a multidimensional phenomenon that generates organizational adaptability, stimulates innovation, and supports the transformation of HR practices in a volatile environment.

The practical significance of the research is demonstrated through its potential application in improving human resource management systems in Ukrainian organizations. In particular, under martial law and crisis conditions, leadership-oriented personnel development strategies contribute to the preservation of human capital, the successful implementation of remote work and training formats, and the creation of a supportive environment for stress resistance and professional growth. These findings can serve as a foundation for designing organizational policies that enhance competitiveness both domestically and globally.

Future research perspectives include the analysis of specific digital tools, platforms, and HR technologies for personnel development, evaluation of the efficiency of different leadership models in Ukrainian and international companies, as well as the study of artificial intelligence as a transformative factor in human resource management. Addressing these areas will help to deepen theoretical insights and provide practical recommendations for strengthening the role of leadership in ensuring sustainable personnel development in the digital era.

Keywords: leadership, personnel development, digital transformation, digital competencies, corporate culture, flexible learning, motivation, talent pool.