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PERSONNEL DEVELOPMENT MANAGEMENT AT AN ENTERPRISE IN THE CONTEXT OF DIGITAL TRANSFORMATION: INTERNATIONAL EXPERIENCE AND NATIONAL PRACTICES УПРАВЛІННЯ РОЗВИТКОМ ПЕРСОНАЛУ НА ПІДПРИЄМСТВІ В УМОВАХ ЦИФРОВОЇ ТРАНСФОРМАЦІЇ: МІЖНАРОДНИЙ ДОСВІД І НАЦІОНАЛЬНІ ПРАКТИКИ

Перерва І. М., Чень С. Управління розвитком персоналу на підприємстві в умовах цифрової трансформації: міжнародний досвід і національні практики. *Український журнал прикладної економіки та техніки*. 2025. Том 10. № 4. С. 71 – 75.

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The article examines personnel development management in an enterprise in the context of digital transformation, which radically changes HRM functions, employee competency requirements, and approaches to organizational development. The author substantiates the relevance of the topic considering rapid technological updates, changing requirements for employees' professional competencies, and the evolving role of HR departments. The purpose of the article is to analyze international experience and national practices in managing personnel development with due regard for the challenges of the digital era. The methodological basis of the study is based on general scientific methods of analysis and synthesis, comparative and typological approaches, systematization, and generalization. The paper provides a comparative analysis of personnel development approaches in the United States, the United Kingdom, France, Singapore, Japan, China, and Ukraine. Attention is paid to transforming the HR function, introducing digital tools (AI, Big Data, LMS, LXP, e-learning), and developing employees' digital competencies. As a result of the study, the forms of personnel development (internal/external training, coaching, rotation, online education) are systematized, and practical strategies for their implementation at enterprises in the digital environment are identified. A classification of personnel development models and approaches to their adaptation in the national context is proposed. The scientific novelty lies in the combination of macro-level international analysis with micro-level consideration of corporate strategies for personal development in the context of digitalization. The practical significance of the study lies in the possibility of using its results to formulate HR strategies for enterprises, particularly in Ukraine and China, considering the best international practices. Prospects for further research include deepening the empirical analysis of digital learning platforms, assessing the effectiveness of implementing intelligent HR systems, and developing a model for integrating digital and flexible forms of learning for enterprises in various sectors of the economy.

Keywords: personnel development, digital transformation, human resources management, international experience, digital competencies, personnel training, e-learning, personnel development strategy.

У статті досліджено питання управління розвитком персоналу на підприємстві в умовах цифрової трансформації, яка докорінно змінює функції HRM, вимоги до компетенцій працівників і підходи до організаційного розвитку. Обґрунтовано актуальність теми з огляду на стрімке оновлення технологій, зміну вимог до професійних компетенцій працівників і трансформацію ролі відділів управління персоналом. Метою статті є аналіз міжнародного досвіду та національних практик щодо управління розвитком персоналу з урахуванням викликів цифрової епохи. Методологічну основу дослідження становлять загальнонаукові методи аналізу та синтезу, порівняльно-типологічний підхід, систематизація та узагальнення. У роботі здійснено порівняльний аналіз підходів до розвитку персоналу в таких країнах, як США, Велика Британія, Франція, Сінгапур, Японія, Китай та Україна. окрім уваги приділено трансформації HR функції, запровадження цифрових інструментів (AI, Big Data, LMS, LXP, e-learning) та розвитку цифрових компетентностей працівників. У результаті дослідження систематизовано форми розвитку персоналу (внутрішнє/зовнішнє навчання, наставництво, ротація, онлайн освіта), виокремлено ефективні стратегії їх реалізації на підприємствах у цифровому середовищі. Запропоновано класифікацію моделей розвитку персоналу та підходів до їх адаптації у національному контексті. Наукова новизна полягає у поєднанні макрорівневого міжнародного аналізу з мікрорівнем розглядом корпоративних стратегій персонального розвитку в умовах цифровізації. Практична значущість дослідження полягає у можливості використання його результатів для формування HR-стратегій на підприємствах, зокрема в Україні та Китай, з урахуванням найкращих світових практик. Перспективами подальших досліджень є поглиблення емпіричного аналізу цифрових платформ навчання, оцінка ефективності впровадження інтелектуальних HR систем, а також розробка моделі інтеграції цифрових та гнучких форм навчання для підприємств різних галузей економіки.

Ключові слова: розвиток персоналу, цифрова трансформація, управління людськими ресурсами, міжнародний досвід, цифрові компетенції, навчання персоналу, електронне навчання, стратегія розвитку персоналу.

Statement of the problem

In the modern world, digital transformation has become a global trend influencing all sectors of the economy, including human resource management. The transition to a digital economy is changing the nature of work, the requirements for employees, and the role of enterprises in ensuring continuous personnel development. As a result, companies around the world are forced to reconsider their approaches to managing human capital to remain competitive and sustainable.

Digital transformation has become not only a technological shift but also a profound organizational and cultural change, directly affecting personnel policy and the development of human capital. In this context, the management of personnel development is acquiring new strategic significance, as the workforce is the primary driver of innovation, adaptability, and sustainable enterprise growth.

The issue of effective personnel development management is particularly relevant for several reasons. Firstly, the accelerated pace of technological progress leads to a rapid obsolescence of professional knowledge and skills, making

continuous learning and upskilling critical for maintaining competitiveness. Secondly, the emergence of new forms of employment – including remote work, hybrid models, and the gig economy – requires a review of existing HR approaches and the formation of flexible development strategies. Thirdly, employees themselves are changing: the new generation of specialists expects personalized learning, the use of modern digital tools, and a value-oriented corporate culture.

At the international level, the world's leading companies are actively implementing digital solutions in human resource management, creating internal training platforms, introducing AI-based talent development systems, and promoting a culture of lifelong learning. These practices demonstrate a high level of effectiveness and adaptability in the face of global challenges.

In Ukraine, the digital transformation of personnel development is still in its initial stages. Despite the growing awareness of the importance of human capital and the gradual integration of digital technologies into HR processes, many enterprises face significant barriers – from a lack of digital competencies and financial resources to the absence of a strategic vision at the management level. At the same time, examples of successful implementation of innovative approaches in Ukrainian companies confirm the feasibility and necessity of transformation.

Therefore, the study of personnel development management in the context of digital transformation is of great scientific and practical importance. Understanding global trends, analyzing successful cases, and evaluating national practices can help develop effective strategies to enhance employees' professional potential and increase enterprises' resilience to future changes.

Analysis of recent research and publications. In recent years, there has been growing scientific interest in managing personnel development in the context of digital transformation, due to changes in labor organization, the growing role of digital technologies in HRM, and the challenges associated with the transition to the knowledge economy.

Ukrainian researchers focus on adapting global digital practices to the national economic and institutional context. Dyakiv O., Shushpanov D., Prokhorovska S., and Khlypovka O. [1] analyze modern, innovative approaches to talent management, including the introduction of AI technologies, automated recruitment systems, internal training platforms, and motivation systems, in the context of the digitalization of HR processes. Zlenko A. et al. [2] examine the digital transformation in the system of vocational education and its impact on human resources management, and justify the need to build a flexible digital learning system in the corporate environment.

Makovoz O. and Lysenko S. [3] propose a conceptual model for introducing digital technologies into human resources management, including Big Data, IoT tools, online learning systems, and AI-based platforms. Particularly noteworthy is the study by Holovchenko S. [4], which provides practical strategies for the digital transformation of HR systems in the construction industry in Ukraine, including VR training, remote recruitment, gamification, and flexible task assignment.

In addition, Shpatakova O. and Podopryhora V. [5] emphasize the sustainable development of human resources in the context of digitalization and argue for the creation of internal digital ecosystems within enterprises.

In the Chinese academic environment, the issue of personnel development in the digital age is increasingly viewed through the lens of the interaction between digital innovations and organizational productivity. Cui J. [6] investigated the impact of AI implementation on the performance of Chinese enterprises, emphasizing the role of collaboration between human and intelligent systems in achieving sustainable development.

At the global level, recent studies show the systematic integration of digital technologies in HRM, including the role of artificial intelligence in talent management, recruitment optimization, performance assessment, and personalized development strategies. For example, Muridzi et al. [7] conducted a systematic review of 57 articles based on Scopus data, showing that AI technologies are most actively used in talent acquisition and performance management. The authors have also developed a conceptual model for the effective implementation of AI in HRM, in recruitment, training, and remuneration management.

Trenerry B., Chng S., Wang Y., Suhaila Z. S., Lim S. S., Lu H. Y., and Oh P. H., in their publication [8], focus on the concept of digital maturity of HR systems, flexibility of knowledge management, formation of a digital learning culture, and personalized development of employees.

Analysis of recent publications shows that scholars and practitioners are increasingly focusing on staff development in the context of digital transformation. Despite the diversity of approaches, most studies recognize the key role of human capital in enabling enterprises to adapt, innovate, and compete in the digital age. The development of digital competencies, the use of the latest technologies (AI, Big Data, e-learning), and the introduction of personalized learning strategies are becoming widely recognized as conditions for effective human resource management.

The relevance of the research topic is driven not only by global technological trends but also by the need to adapt international best practices to the conditions of national economies. That is why the study of international experience and national practices in personnel development management is of scientific and applied interest and is essential for formulating strategies to modernize HR systems across various sectors of the economy.

The purpose of the research

The purpose of the article is to analyze international experience and national practices in personnel development management in the context of digital transformation.

Presentation of the primary research material

Corporate personnel development involves providing employees with a variety of opportunities and resources to meet job requirements and support personal growth. This is achieved through training, learning, motivation, and support, aiming to enhance employees' capabilities and qualities, thereby fostering the common development of the organization and its employees. The core objective is to assist employees in achieving their career goals, enhancing their personal abilities, and increasing job satisfaction, thereby advancing organizational objectives. In the current era of accelerated globalization and industrial transformation, corporate personnel development has evolved from a single focus on skill training into a comprehensive strategic initiative. Employees are not only creators of corporate value but also the driving force behind sustainable development. By adopting diverse development models, companies can fully unlock the potential of their employees, boost organizational efficiency, and achieve a dual success where "personal growth" and "corporate goals" align [9].

In the digital era, talent development faces multiple challenges. The rapid pace of technological iteration far outstrips traditional skill renewal cycles, accelerating the obsolescence of capabilities. Blurred job boundaries and an insufficient supply of versatile digital professionals further complicate the landscape. The normalization of remote collaboration has diminished the effectiveness of conventional training models. Meanwhile, three major trends emerge in workforce development: learning scenarios shift from centralized to fragmented formats, with micro-learning and instant learning becoming mainstream approaches; training methods transition from standardized to personalized models, as big data-driven precision empowerment gains traction; competency assessments expand from single-skill evaluations to digital competency assessments, emphasizing new competencies like data literacy and algorithmic cognition [10].

Human resource management is undergoing a profound transformation. As HR departments transition from traditional administrative providers to strategic partners, they must actively participate in formulating and implementing digital transformation strategies. Moving beyond passive training organizers, they now serve as ecosystem architects by building digital learning platforms and integrating internal/external resources to cultivate continuous growth environments. Evolving from mere performance evaluators into talent development coaches, HR professionals leverage digital tools to empower employees throughout their entire career journey. These role transitions require HR practitioners to possess both digital literacy and cross-functional integration capabilities.

The exploration of personnel development strategies in different countries, which extends from micro-level organizational management practices to a macro international perspective, represents a multifaceted interpretation of the social psychological intervention paradigm. The differences in development paths, shaped by regional culture, economic structure, and institutional environment, not only provide a multidimensional reference for optimizing human resource allocation within organizations but also offer a practical foundation for integrating personnel development strategies across cultural backgrounds [4; 8; 9]. The international experiences of different countries in personnel development methods are summarized in Table 1.

Table 1. International experience in enterprise personnel development methods

Country	Personnel development methods
America	It relies on the developed labor market to adjust the allocation of talents, implements institutional management and rapid promotion, links training input with income, the market determines wages, shifts to flexible management in the era of the knowledge economy, attaches importance to the training of STEM talents, and the policy of overseas students.
Britain	The talent strategy has been upgraded from a free-and-loose level to a national strategic level, promoting elite education and vocational training, a global talent perspective, immigration policies that favor technology and investment, and reliance on scientific research platforms and international cooperation to attract talent.
Singapore	The state leads the "talent-based nation" strategy, implementing flexible work permits and business investor programs through cross-departmental agencies and global headhunters, promoting elite education diversion, building an integrated environment, and emphasizing lifelong learning systems.
France	A flexible employment system is adopted, and the government mandates that enterprises provide training (the amount of funds must not be less than 1% of total salaries). The treatment is determined by the post, and positive incentives and collective rewards are promoted. The selection of senior executives emphasizes academic qualifications and is cultivated through job rotation.
Japan	In the traditional system, lifetime employment and a seniority-based wage system were implemented. The enterprise trade union cooperated with management and later introduced a contract system and a "compatibilism" reform, emphasizing "lifelong training" and cross-departmental practice.
Ukraine	IT enterprises rely on intermediaries and headhunters for recruitment, group interviews combined with structured assessment, a high proportion of open-ended contracts, an extended induction training cycle, performance evaluation integrated with KPI and target management, and generous salary and benefits for technical personnel.
China	The personnel management system has undergone reform, expanded enterprises' employment autonomy, and broken the single-appointment system. However, there are problems such as insufficient awareness of the importance of human resources, inadequate incentive mechanisms, and insufficient investment. Influenced by "egalitarianism, the income of talents is unbalanced with their efforts.

Source: systematized by the authors based on [1;3;5;6;7;8; 9]

The global practice of HR development management demonstrates a wide range of approaches, driven by national economic models, government policies, and the level of digital transformation.

In the United States, workforce development is based on market mechanisms: salaries are determined by demand, training investments are directly tied to income, and career growth is driven by competition. Attention is paid to developing STEM competencies and supporting student mobility, which helps attract global talent.

The UK has formed a national strategy for human capital management, including the development of elite education, vocational training, and a favorable immigration policy for highly skilled professionals. The country actively uses research platforms and international partnerships to attract and retain talent.

Singapore is implementing a state strategy of a "nation of talents" based on interagency coordination, cooperation with global recruiting structures, development of elite education, and implementation of a lifelong learning system as the basis for professional growth.

France combines flexible forms of employment with state regulation. Companies are required by law to invest in professional development (at least 1% of the payroll). Management development is based on a system of rotation and academic qualifications.

Japan has traditionally focused on lifetime employment and a system of seniority-based promotion. Over time, flexible contracts and a "compatibility" reform were introduced, combining classical elements with modern tools. The principle of "lifelong learning" and interagency mobility play a special role.

Ukraine, especially in the IT sector, is demonstrating a transition to modern HR practices: the use of recruitment agencies, structured assessment methods, long adaptation periods, and the integration of performance management systems (KPIs, target management). At the same time, the potential of the national HR development system requires further institutional support.

China is reforming its human resource management, expanding enterprises' autonomy in personnel matters. However, challenges remain, including insufficient attention to the strategic importance of HR, a weak incentive system, and uneven remuneration, all of which hinder the development of human resources.

The generalized analysis shows that the key factors of effective HR development in the context of digital transformation are strategic coherence of HR policy, integration of digital tools, favorable regulatory environment, and a culture of continuous learning.

Thus, the comparative analysis of national approaches highlights that successful personnel development in the digital era depends not only on technological readiness but also on the strategic design of internal HR systems. Enterprises must adopt comprehensive personnel development models that combine various forms of learning, mentorship, and digital platforms. To illustrate this, Table 2 presents a classification of key forms of employee development and corresponding implementation strategies that can be effectively adapted in both international and national contexts.

Table 2. Classification of key forms of employee development and corresponding implementation strategies

Forms of employee development	Essence	Implementation strategy
Training course	In-house training	Internal training uses the company's internal resources. The materials are tailored to the company's specific needs, which supports effective knowledge management.
	External training	The use of external educational services provides access to advanced knowledge and industry trends.
On-the-job coaching	Tutorial system	Individual mentoring of newcomers or young professionals by experienced employees. Provides support in professional development and socialization.
	Job rotation	Scheduled transfer of employees between departments to develop multifunctional skills and better understand business processes.
Online learning	Enterprise exclusive platform	Flexible training using digital technologies. Internal resources are tailored to the enterprise's needs.
	Third-party online learning resources	Access to international educational resources from leading universities and professional platforms.

Source: systematized by the authors based on [1;2;3;4;7;9;11]

Summing up the data presented in Table 2, it is evident that an effective personnel development system in the digital age should be multifaceted and strategically integrated into the enterprise's overall HR policy. A balanced combination of in-house and external training enables enterprises to respond flexibly to current business needs and global trends. On-the-job coaching methods, such as mentoring and job rotation, not only enhance professional competencies but also contribute to knowledge transfer, employee engagement, and retention.

Meanwhile, the growing role of online learning platforms – both corporate and external – reflects the demand for flexible, personalized, and scalable training solutions. The integration of artificial intelligence into learning platforms enables individual progress tracking, adaptive content recommendations, and performance analytics, thereby strengthening the strategic role of HR development.

Overall, implementing a diversified employee development system lays the foundation for a culture of continuous learning, which is essential for enterprise adaptability, innovation, and competitiveness in the context of digital transformation.

Conclusions and prospects for further research

In the context of digital transformation, personnel development is becoming a critical strategic function for enterprises seeking to maintain competitiveness, foster innovation, and ensure sustainable growth. The analysis in this article confirms that modern enterprises must move beyond traditional HR management approaches and adopt multifaceted, technology-integrated models of employee development.

International experience demonstrates that successful personnel development systems are based on a combination of flexible policies, lifelong learning strategies, and the strategic use of digital tools such as AI, online platforms, and data analytics. Countries such as the United States, the United Kingdom, Singapore, and France have implemented targeted national frameworks that support both organizational and individual learning needs, with a strong focus on adaptability and the integration of global talent.

Ukrainian enterprises, particularly in the IT sector, are making positive progress in implementing modern HR practices. Yet, the overall system still requires additional institutional support, digital infrastructure, and investment in human capital. China's ongoing reforms also highlight the challenges of aligning organizational autonomy with effective HR incentives and the strategic value of talent.

The classification of personnel development forms presented in the article reveals that the most effective strategies combine in-house and external training, mentoring, job rotation, and online learning tools. Such a diversified approach enables enterprises to build a resilient, future-ready workforce capable of navigating dynamic labor-market demands.

To conclude, the development of a sustainable personnel management system in the digital age requires:

- clearly defined HR strategy aligned with business goals;
- continuous investment in employee training and digital competencies;
- the creation of internal ecosystems that promote learning, mobility, and collaboration;
- government support through favorable policies and educational reforms.

These conclusions provide a foundation for further academic research and practical recommendations to enhance HR systems in the context of digital transformation.

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