

DEVELOPMENT OF PERSONNEL COMPETENCIES THROUGH INFORMATION TECHNOLOGIES IN ENTERPRISE TALENT MANAGEMENT

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Summary. The article examines employee competencies that are critical for enterprise performance in a modern knowledge-based economy. Competence is defined as an integrated attribute combining knowledge, skills, abilities, experience, values and behavioral traits necessary for effective professional task execution. Competencies are categorized as core, professional, social, digital and managerial, with digital ones ensuring efficient use of ICT in HR processes and data-driven decisions. Competencies form the foundation of Talent Management, ensuring effective recruitment, assessment, career planning, increased engagement and team cohesion, as well as the development of growth programs and motivation systems to retain employees within the company. Competency modeling approaches include functional, role-based, behavioral and the Iceberg model, which differentiates visible knowledge and skills from hidden values and motivation. Digital transformation reinforces Talent Management via technologies such as e-learning, microlearning, HR analytics, AI systems, VR/AR and gamification, enabling personalized development, real-time skill monitoring, competency gap identification and predictive workforce planning. These tools improve engagement, learning efficiency and strategic alignment. Challenges include insufficient digital literacy, high IT costs, corporate cultural resistance and weak integration of learning analytics. To address these barriers, organizations are recommended to adopt an integrated Talent Management system that unites multiple digital instruments, enhance managerial and HR digital skills, leverage advanced analytics for competency assessment, and cultivate a culture of lifelong learning. Organizations are encouraged to implement integrated digital systems, strengthen HR and managerial digital skills, apply advanced analytics and promote a lifelong learning culture. Effective management of competencies enhances individual performance, innovation, agility and long-term competitiveness, making competency development a strategic investment for the sustainable success of digital-economy enterprises.

Keywords: employee competencies, digital competencies, Talent Management, information technologies, HR analytics, personnel development, digitalization, learning and corporate culture.

Problem Statement. In the context of contemporary digital transformation, enterprises require continuous development of employees' competencies as a key factor in effective talent management. However, in practice, there is insufficient use of

information technologies in employee training, evaluation, and development processes. This leads to a decline in workforce adaptability, limits opportunities for talent data analytics, and complicates the formation of the enterprise's human capital potential.



Therefore, an urgent issue is the search for effective approaches to competency development within the talent management system through the use of information technologies, which would enhance employee productivity and, as a result, ensure the enterprise's competitiveness.

Analysis of Recent Research and Publications. An analysis of recent research and publications on the development of employee competencies in enterprise talent management through information technologies indicates significant progress in this field. Contemporary academic studies emphasize the integration of digital technologies into HR processes, enabling increased efficiency of human resource management and enhanced organizational adaptability to changing business environments.

The development of employee competencies using information technologies within companies' talent management systems has been studied in the literature: Armstrong M. [1], Balash L. et al. [2], Berher A., Istomin A. [3], Bersin J. [4], Davenport T., Harris J. [6], Diakiv O. et al. [8], Donmez D., Donmez M. [9], Koroliov D. [10], Leskova S. [11], Litorovych O., Karyi O. [12], Luna-Arcas R., Morley M. [13], Myronova L., Zerkal A. [14], Sliusarenko K., Petrishyna T. [16], Yurchenko H. [17].

According to M. Armstrong, Talent Management is a strategic approach to managing a company's most valuable asset its people – aimed at identifying and maximizing their potential [1].

Talent management in modern enterprises is regarded as a key instrument for ensuring competitiveness and organizational effectiveness. Thus, researchers Balash L., Lysiuk O., Hrynyshyn H., and others [2] argue that an enterprise's HR strategy should incorporate talent management that actively develops the talent of each individual employee through the enhancement of professional competencies.

Berger A. and Istomin A. [3] note that modern information technologies play a crucial role in competency development and the implementation of talent management strategies. The use of e-learning platforms, mobile educational applications, and talent analytics systems enables enterprises to assess employee potential, forecast skill needs, and ensure continuous development. These tools contribute to the formation of digital competencies, analytical thinking, and leadership skills that are critical for adaptation to changes in the modern labor market.

Authors Diakiv O., Shushpanov D., Prokhorovska S., and Khlypovka O. [8] demonstrate that digital transformation significantly affects talent management systems, compelling organizations to adapt to modern conditions by implementing innovative methods and technologies. This

includes the automation of HR processes and the application of analytical tools to support managerial decision-making.

Donmez D. and Donmez M. [9] emphasize that the use of information technologies in employee learning and development enhances the effectiveness of corporate training, integrates individual development programs, and ensures a more flexible approach to talent development. The application of big data and artificial intelligence in talent analytics allows for more accurate identification of competency gaps, career planning, and retention of key employees. The authors examine how digitalization transforms talent management by focusing on digital skills, the integration of information and communication technologies into organizational practices, and technological innovation.

Koroliova D. [10] emphasizes the necessity of developing managers' digital competencies for the effective use of information technologies in human resource management processes.

Luna-Arcas R. and Morley M. J. [13] substantiate that talent management involves the systematic management of attracting, developing, and retaining high-potential employees, with employee competencies serving as the foundational component of this system. The study highlights that competency development is not limited to traditional skills but also includes digital, analytical, and adaptive abilities required for effective management in a dynamic environment.

Researchers pay particular attention to the implementation of IT tools in HR management processes. Specifically, Yurchenko H. notes that managerial competencies undergo profound transformations in the context of business process digitalization, expanding opportunities for communication and emotional connection between managers and subordinates [16].

Thus, the development of employee competencies through information technologies is critically important for modern talent management, particularly in the context of enterprise digital transformation.

Purpose of the Article. The purpose of this article is to examine the theoretical foundations and practical approaches to developing employee competencies within the talent management system through the use of information technologies, as well as to identify ways to enhance the effectiveness of these processes at the enterprise level.

Main Body of the Study. In the modern knowledge economy, the concept of "employee competencies" has acquired strategic importance for ensuring enterprise effectiveness. Competency is interpreted as an integrated characteristic of an employee that combines knowledge, abilities, skills, experience, values, and behavioral manifestations enabling effective performance of professional tasks [10].

Depending on their content and application area, competencies are classified into the following main groups:

- key (core) – universal skills required by every employee for effective performance (communication, critical thinking, responsibility, teamwork);
- professional – specific knowledge and skills relevant to a particular position or industry;
- social – interaction abilities, emotional intelligence, leadership skills;
- digital – proficiency in modern information and communication technologies, analytical tools, and HR process automation platforms;
- managerial – competencies related to decision-making, delegation, and strategic thinking.

Within the European approach (ESCO model, EU), competencies are viewed as a combination of knowledge, skills, and behavioral indicators that ensure effectiveness in a particular activity. Ukrainian scholars emphasize that the formation of employee competencies should rely on the integration of professional and personal characteristics, enabling the creation of a new type of human capital [11].

Competencies form the basis of the talent management system, as they define which knowledge, skills, and behavioral models are critical for achieving enterprise strategic goals [16]. Within Talent Management, competencies serve as a linking element between business needs and human capital development. They are used for:

- competency-based recruitment;
- assessment of employee potential;
- career planning and individual development pathways;
- formation of motivation and training systems.

Therefore, competency development is one of the main tools for implementing a talent management strategy. The formation of a competency model is a key stage in building an effective HR management system. Academic literature identifies several approaches to its development:

1. Functional approach – defines competencies through core job functions and tasks.

2. Role-based approach – focuses on expected employee behavior within teams or organizational culture.

3. Iceberg model – differentiates between visible competencies (knowledge, skills) and hidden ones (values, motivation, personality traits) [9].

4. Behavioral approach – considers competencies as observable behavioral manifestations that can be assessed and developed.

Leading companies (Google, Microsoft, Deloitte) apply a combination of these approaches, enabling the creation of dynamic competency models adapted to the digital environment and strategic enterprise goals [16].

The development of employee competencies directly influences enterprise competitiveness by enhancing productivity, innovation, and the quality of managerial decision-making. As noted by Diakiv O., Shushpanov D., and others, competitive advantages of modern organizations are formed not only through innovative technologies but primarily through competitive personnel capable of rapid adaptation to change [8].

Competent employees provide the foundation for implementing new technologies, optimizing processes, and improving business model efficiency. In the digital economy, enterprises that systematically develop employee competencies through information technologies demonstrate higher organizational flexibility and innovative potential [15].

Talent Management occupies a special place in modern HR management systems, as it determines an enterprise's ability to attract, develop, and retain employees who make the greatest contribution to achieving strategic objectives. In this context, "talent" encompasses not only natural abilities or high professional expertise but also the potential for continuous development, leadership, and innovative thinking.

In academic literature, talent management is defined as a systematic process of attracting, developing, motivating, and retaining employees with high competency levels capable of ensuring long-term enterprise competitiveness [13].

The talent management process typically includes several interconnected stages:

1. Talent attraction and recruitment, involving the identification of top candidates, modern recruitment tools, employer branding, and digital selection platforms.

2. Talent development, including competency formation through training, coaching, mentoring, project participation, and continuous learning programs.

3. Talent retention, encompassing motivation systems, career growth opportunities, a supportive corporate environment, and recognition of achievements.

4. Talent evaluation, involving analysis of performance, development potential, and alignment with organizational strategic goals [13].

Global practice demonstrates that talent management effectiveness depends directly on the selected model and its integration with other HR processes.

The McKinsey model ("The War for Talent") emphasizes creating an environment where talented employees can realize their potential and perceive career growth opportunities.

The Gallup model focuses on increasing employee engagement through the development of individual strengths and a culture of trust.

The Bersin model views talent management as a continuous cycle centered on employee experience and ongoing competency development through digital learning and analytics tools [4].

Competency development plays a central role in the Talent Management system. Competencies serve as indicators for assessing employee effectiveness, determining potential, and planning career trajectories. Enterprises that build talent management based on a competency-based approach can create resilient teams, adapt more rapidly to market changes, and implement innovations. Thus, competency development becomes not merely part of HR policy but a strategic investment in the organization's future (Fig. 1).

In recent years, Talent Management has undergone profound transformation under the influence of digitalization. Enterprises are shifting from traditional assessment and training models to flexible digital platforms that enable personalized employee development. Artificial intelligence, skills analytics, and automated HR systems help identify competency gaps, forecast talent needs, and design individualized professional growth paths [13].

Current digitalization trends fundamentally change approaches to HR management, particularly in forming and developing employee competencies. Information technologies have become an integral component of talent management systems,

ensuring effective communication, rapid access to knowledge, learning outcome analytics, and personalized professional development [1; 13].

Information technologies in HR enable the creation of a comprehensive competency development ecosystem that integrates employees, managers, mentors, and analytics systems. Through digital learning platforms (Learning Management Systems – LMS), corporate educational portals, cloud services, and mobile applications, professional development becomes continuous and flexible. Employees can develop skills directly affecting performance through online courses, interactive training, and simulation programs [4].

Microlearning platforms play a particularly important role by enabling knowledge acquisition in small modules at convenient times, enhancing retention and employee engagement [1; 3]. At the same time, HR analytics (people analytics) allows managers to monitor competency development dynamics, identify knowledge gaps, and forecast learning needs aligned with enterprise strategic goals [3; 9].

Performance Management Systems are equally important, integrating data on employee performance, skills, potential assessment, and development needs. Integrating these systems with LMS enables the creation of individualized learning plans aligned with corporate objectives and fosters a culture of continuous improvement [13].

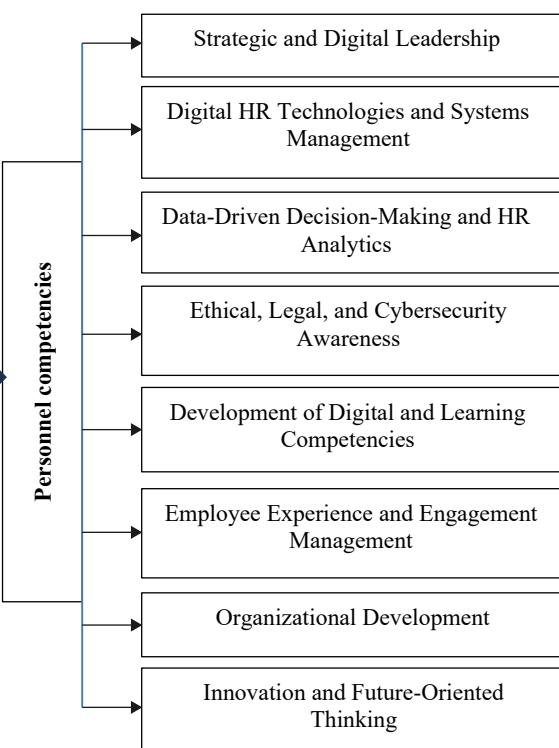
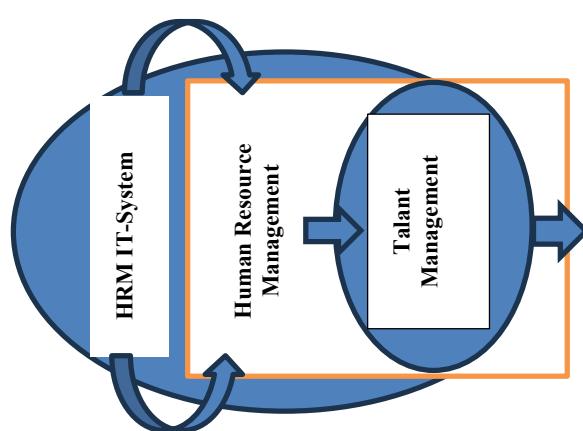


Figure 1 – The Interconnection of Employee Competency Development in the Talent Management System with the Human Resource Management Information System

Source: compiled by the authors

Modern enterprises increasingly implement artificial intelligence and machine learning technologies to automate competency profile analysis, recommend personalized development programs, and predict future role success. AI technologies help identify the most in-demand skills and allocate resources proactively for their development [1; 4].

Another notable trend is the use of gamification in training programs. Game-based elements enhance motivation, engagement, and effective knowledge acquisition through interactive experiences [5]. Combined with analytics and automated systems, gamification provides real-time feedback and enables continuous monitoring of learning outcomes [1; 3].

Despite the evident advantages of digitalizing competency development processes, the implementation of information technologies in talent management systems faces several challenges and barriers that significantly limit their effectiveness [14; 17]. It is important to recognize that technologies alone do not guarantee competency improvement; their impact depends on human factors, organizational culture, and a strategic approach to HR analytics.

One of the key barriers is the low level of digital literacy among employees and managers. Research indicates that effective use of LMS, microlearning platforms, and HR analytics systems requires digital skills. Employees lacking basic computer or online competencies often experience stress or resistance toward new systems, reducing engagement and limiting expected outcomes [9; 17].

Another significant constraint is the high cost of IT solution implementation. For small and medium-sized enterprises, licensing, system integration, corporate portal setup, and staff training can constitute a substantial financial burden. As Armstrong notes, economic barriers often force organizations to use partially automated systems or postpone digitalization, slowing competency development [3; 17].

Resistance to change within corporate culture is also critical. The introduction of new technologies often encounters opposition from employees accustomed to traditional training and assessment methods. Resistance manifests in reluctance to modify workflows, participate in digital training, or provide data for analytics. Studies show that without a learning culture and leadership support, digital tools fail to achieve expected effectiveness [1; 4].

Additionally, insufficient analytics and evaluation of learning outcomes are common. Although modern systems allow tracking employee progress, many organizations fail to use this data for managerial decision-making. Lack of comprehensive evaluation of training effectiveness, ROI assessment of competency development invest-

ments, and limited integration of analytics with business processes reduce the strategic value of digital platforms [13; 9].

Thus, challenges in implementing information technologies for competency development are complex and include technical, social, economic, and cultural dimensions. Addressing these barriers requires a systemic approach combining digital literacy training, infrastructure investment, supportive corporate culture development, and active use of HR analytics to evaluate effectiveness [4; 12; 17].

Overcoming barriers to IT implementation in HR processes requires a systemic approach integrating innovative solutions, organizational change, and the development of employees' digital competencies. Research and best practices of leading companies indicate that effective IT utilization in competency development is achievable through the following strategies [12; 17].

First, it is essential to establish an integrated talent management system combining various digital tools: LMS, corporate portals, microlearning platforms, HR analytics, and performance management systems. This integration enables centralized competency tracking, transparency, and optimization of training costs [1; 9].

Second, data analytics should be used to assess competency gaps and forecast development needs. HR analytics helps identify critical skills aligned with strategic objectives, evaluate training effectiveness, and personalize development plans for each employee [1; 4].

Third, developing digital competencies among managers and HR professionals is crucial, as they coordinate learning processes and make analytics-based decisions. Enhancing managerial digital literacy promotes effective technology use and reduces resistance to cultural change [1; 12].

Fourth, enterprises increasingly apply gamification, microlearning, and VR/AR technologies, making learning more interactive, engaging, and tailored to individual needs. These tools improve knowledge retention, increase motivation, and stimulate continuous professional development [3; 9].

Finally, fostering a culture of lifelong learning is vital. Enterprises implementing continuous competency development systems can rapidly adapt to market changes, implement innovations, and ensure long-term competitiveness. In this context, competency development becomes not only a tool for enhancing employee performance but also a strategic success factor [3; 17]. The summary below presents key challenges and barriers in implementing information technologies in talent management systems, as well as strategies for overcoming them, based on contemporary research and leading enterprise practices (Table 1).

Table 1 – Key Issues and Approaches in IT-Based Talent Management

No	Challenges / Barriers	Description	Strategies for Overcoming
1	Low level of digital literacy	Insufficient skills in working with LMS, microlearning platforms, and HR analytics; reduced employee engagement.	Development of digital competencies of employees and HR specialists; training in the use of IT tools.
2	High cost of IT implementation	Licensing, system integration, portal configuration, and staff training create a financial burden, especially for small and medium-sized enterprises.	Phased implementation of integrated talent management systems; investment in infrastructure.
3	Resistance to change within corporate culture	Employees' reluctance to change traditional learning and assessment processes. Stress and resistance to new technologies reduce engagement in the learning process.	Fostering a learning culture (lifelong learning); leadership support for change.
4	Insufficient analytics and performance evaluation	Data on employee progress are not used for managerial decision-making; lack of a comprehensive performance effectiveness assessment.	Use of HR analytics to assess competency gaps, forecast development needs, and personalize learning plans.
5	Complexity of IT implementation	The effectiveness of IT implementation depends on the combination of technological, economic, social, and cultural factors.	A systemic approach: integration of digital platforms, development of digital literacy, data analytics, and the use of gamification and VR/AR for learning.

Source: compiled by the authors

Thus, improving competency development through information technologies involves integrating digital solutions, analytics, digital skill development, and a learning-oriented corporate culture. This approach enables overcoming existing barriers and ensures effective, personalized, and strategically oriented human capital development.

Conclusions. Employee competency development is a strategic factor in enhancing enterprise competitiveness, while information technologies serve as a key instrument in talent management systems by providing access to knowledge, learning personalization, and performance analytics.

At the same time, the implementation of digital solutions faces challenges such as low digital literacy, high IT costs, resistance to cultural change, and insufficient analytics.

Effective solutions include integrated digital platforms, HR analytics for competency assessment, development of digital skills among managers and HR professionals, the use of gamification and micro-learning, and fostering a culture of lifelong learning.

The integration of digital technologies with a competency-based approach enhances workforce development effectiveness, enables rapid adaptation to market changes, and strengthens enterprise competitiveness.

Future research on competency development using information technologies may focus on integrating personalized digital systems, enhancing digital literacy among managers and HR professionals, evaluating the effectiveness and business impact of digital platforms, and implementing innovative learning methods while fostering a culture of continuous professional development.

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РОЗВИТОК КОМПЕТЕНЦІЙ ПЕРСОНАЛУ ЗА ДОПОМОГОЮ ІНФОРМАЦІЙНИХ ТЕХНОЛОГІЙ В УПРАВЛІННІ ТАЛАНТАМИ ПІДПРИЄМСТВА

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Анотація. У статті досліджуються компетенції персоналу, які є критично важливими для результивності діяльності підприємства в умовах сучасної економіки знань. Компетенцію визначено як інтегровану характеристику, що поєднує знання, навички, уміння, досвід, цінності та поведінкові риси, необхідні для ефективного виконання професійних завдань. Компетенції класифіковано на ключові, професійні, соціальні, цифрові та управлінські, при цьому цифрові компетенції забезпечують ефективне використання інформаційно-комунікаційних технологій у HR-процесах і прийняття управлінських рішень на основі даних. Компетенції формують основу системи управління талантами, забезпечуючи ефективний добір персоналу, оцінювання, планування кар'єри, підвищення рівня залученості та згуртованості команд, а також розроблення програм розвитку й систем мотивації з метою утримання працівників у компанії. Підходи до моделювання компетенцій включають функціональний, рольовий, поведінковий та модель «айсберга», яка

розмежовує видимі знання й навички та приховані цінності й мотивацію. Цифрова трансформація посилює управління талантами завдяки впровадженню таких технологій, як електронне навчання, мікронавчання, HR-аналітика, системи штучного інтелекту, VR/AR-технології та гейміфікація, що забезпечує персоналізований розвиток, моніторинг навичок у реальному часі, виявлення розривів у компетенціях і прогнозування потреб у персоналі. Зазначені інструменти підвищують рівень залученості, ефективність навчання та стратегічну узгодженість. Серед ключових викликів визначено недостатній рівень цифрової грамотності, високі витрати на IT-рішення, опір корпоративної культури змінам та слабку інтеграцію аналітики навчання. Для подолання цих бар'єрів організаціям рекомендовано впроваджувати інтегровану систему управління талантами, що об'єднує різні цифрові інструменти, підвищувати цифрові компетенції менеджерів і HR-фахівців, застосовувати розширену аналітику для оцінювання компетенцій і формувати культуру безперервного навчання. Ефективне управління компетенціями сприяє підвищенню індивідуальної результативності, інноваційності, організаційної гнучкості та довгострокової конкурентоспроможності, що робить розвиток компетенцій стратегічною інвестицією у стабільний успіх підприємств цифрової економіки.

Ключові слова: компетенції персоналу, цифрові компетенції, управління талантами, інформаційні технології, HR-аналітика, розвиток персоналу, цифровізація, навчання та корпоративна культура.

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