DOI: https://doi.org/10.32782/city-development.2026.3-5
UDC 005.95:005.336.5:664

COMPETENCY PROFILE OF AN HR MANAGER IN A FOOD INDUSTRY ENTERPRISE UNDER CONDITIONS OF DIGITAL AND INTELLECTUAL TRANSFORMATION

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Summary. The article examines the significant transformation of the HR manager's role, from performing predominantly administrative personnel functions to strategic human capital management and ensuring enterprise resilience. This issue is particularly relevant for food industry enterprises, whose operations are characterized by high requirements for product quality and safety, technological modernization, a shortage of qualified personnel, the need to comply with international standards, and rapid adaptation to changes in the external environment. The purpose of the study is to develop a modern competency profile of an HR manager in a food industry enterprise, taking into account transformations in the content of professional activities and new requirements for personnel management. The feasibility of applying a competency-based approach that integrates professional knowledge, practical skills, managerial abilities, digital competencies, personal qualities, and value orientations is substantiated. A competency profile structure for an HR manager is proposed, comprising six interrelated blocks: strategic and business, professional and functional, digital and analytical, intellectual and innovative, leadership and communication, and adaptive and humanistic competencies. The content of the key competencies within each block is defined, including HR strategy, business thinking, recruitment, talent management, HRIS, HR analytics, the use of artificial intelligence, data-driven decision-making, critical and systems thinking, learning agility, leadership, emotional intelligence, coaching, professional ethics, human-centeredness, social responsibility, stress resilience, and change management. It is demonstrated that the proposed model combines traditional professional and functional requirements for HR managers with competencies shaped by digitalization, intellectualization, and the instability of the modern business environment. The industry-specific characteristics of the profile are determined by requirements for food safety, quality, environmental responsibility, occupational safety, professional development, and corporate culture. The proposed competency profile can be used for professional selection, assessment, development, and training of HR managers in food industry enterprises.

Keywords: HR manager, competency profile, food industry enterprises, digital transformation, intellectualization.

Relevance of the issue. Amid increasing competition, the digital transformation of business processes, and an unstable external environment, human capital is becoming one of the key factors in ensuring the competitiveness of food industry enterprises. The effectiveness of enterprises in this sector largely depends on the professionalism of their employees, their ability to quickly adapt to technological changes, and their compliance with high standards of production quality and safety. Under these conditions, the role of the HR manager becomes particularly important. The HR manager is responsible not only for employee recruitment but also for developing human resource potential, developing competencies, motivating and engaging employees, as well as their onboarding and retention.

Food industry enterprises have a number of specific characteristics that affect their personnel management systems. These include seasonal production, a significant proportion of production personnel, high requirements for compliance with sanitary and hygienic standards, the need for con-

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tinuous professional training of employees in accordance with international standards such as ISO 22000, HACCP, FSSC 22000, ISO 9001, and ISO 14001, as well as the implementation of modern production technologies. In addition, the contemporary labor market is characterized by a shortage of qualified personnel, increasing professional and labor mobility, changing employment models, the spread of hybrid work arrangements, and the rapid adoption of digital and AI-based solutions in HR processes. Under these conditions, an HR manager must possess not only traditional managerial competencies but also digital, analytical, innovative, and strategic competencies. This highlights the need to develop a modern competency profile for HR managers in food industry enterprises in the context of digital and intellectual transformation.

Analysis of recent research and publications. Research on the development of a modern competency profile for HR managers over the past five years has been presented in the works of Ukrainian and international scholars.

A study of digital transformation trends in personnel management practices of leading companies conducted by Makovoz O. and Lysenko S. (2024) demonstrates the growing adoption of digital technologies, including artificial intelligence, big data, machine learning, the Internet of Things, and 5G technologies [5].

For food industry enterprises, these trends are reinforced by the need to ensure product safety and quality, develop human capital, comply with environmental and social standards, and enhance operational resilience. Under these conditions, HR managers must possess not only traditional managerial competencies but also digital, analytical, innovative, and strategic competencies. In particular, Rudova A. et al. (2025) analyze contemporary HR models at PJSC Obolon, PJSC MHP, and Kernel-Trade LLC, demonstrating the need to combine social responsibility, human potential development, and the digitalization of HR processes [7].

A study of 208 practices in food organizations conducted by Tortorella G. L. et al. (2025) demonstrated the importance of digitalization for improving enterprise performance, particularly through the use of ERP, RFID, and AI technologies. This confirms the relevance of developing digital competencies among HR managers in food industry enterprises [8].

At the same time, Ponomareva O. et al. (2020) consider digital competencies of HR managers as a basis for developing their digital professional profile [6].

For the development of a modern competency model, Kolot A. et al. (2022) substantiate the importance of transferable competencies of HR managers under conditions of digitalization, uncertainty, and labor market transformation [4].

An interesting competency profile proposed by Abidi M. et al. (2023) includes individual, organizational, communication, leadership, managerial, and technical components [1].

Enkhjav T. et al. (2023) identify six competency blocks: business; personal; HR tools/practices/processes; HRIS & analytics; change; and organization & culture, while separately emphasizing the importance of digital skills, HR analytics, and entrepreneurial competencies [3].

Zhang Z. (2023) emphasizes the gradual transition from traditional HR competencies to competencies required in the context of technological and intellectual development [10].

Zhang X. et al. (2024) empirically identified 11 competencies grouped into four professional HR roles: Strategic Partner, Change Agent, Administrative Expert, and Employee Champion [9].

Thus, despite the considerable number of scientific studies in the field of personnel management, the issue of identifying the competencies that are most relevant for HR managers in food industry enterprises requires further research. This necessitates the development of an industry-oriented competency profile for HR managers that takes into account current trends in digital and intellectual transformation, the specific characteristics of food production, requirements for product quality and safety, as well as social, environmental, and workforce challenges.

The purpose of the article is to examine the development of a modern competency profile for an HR manager in a food industry enterprise and to substantiate the main directions for developing professional, managerial, digital, and social-communication competencies in the context of digital and intellectual transformation.

Research results. Under contemporary economic conditions, the role of the HR manager is undergoing significant transformation. Whereas the primary functions of HR specialists previously included personnel administration, formalization of employment relations, and monitoring compliance with labor legislation, today the HR manager acts as a strategic partner of enterprise management, participating in the development of personnel policy, human capital development, and ensuring organizational competitiveness. Therefore, the development of modern HR competencies is becoming increasingly important, particularly for food industry enterprises whose activities are characterized by high requirements for product quality, production safety, rapid response to market changes, and efficient use of human resources [4].

The competency-based approach is one of the most widespread directions in the development of modern personnel management systems. Its

essence lies in identifying a set of knowledge, skills, professional experience, behavioral patterns, and personal characteristics that ensure the successful performance of professional duties and achievement of the strategic goals of an enterprise. Unlike the traditional approach, which is primarily based on assessing an employee's professional qualifications, the competency-based approach enables a comprehensive assessment of their ability to work effectively under changing conditions, make managerial decisions, adapt to new challenges, and contribute to employee development [6].

Most scholars define competency as an integral characteristic of an individual that includes professional knowledge, practical skills, experience, personal qualities, values, and the ability to apply them in specific work situations. The competencies of an HR manager determine their level of professional readiness to perform workforce planning, recruitment, onboarding, assessment, training, development, and motivation, as well as to contribute to the formation of a positive organizational culture.

The specific characteristics of food industry enterprises determine particular competency requirements for HR managers. These are primarily associated with the high proportion of production personnel, the need to comply with international food quality and safety standards (HACCP, ISO 22000, FSSC 22000), the automation of production processes, the introduction of digital technologies, and the continuous modernization of production equipment. Under these conditions, an HR manager must not only ensure that the enterprise has the necessary workforce but also organize continuous professional development, establish a talent pool, maintain employee motivation, and facilitate workforce adaptation to technological changes [7].

One of the most important competencies of a modern HR manager is strategic thinking. It involves the ability to analyze enterprise development trends, forecast workforce requirements, assess risks associated with human resource provision, and develop long-term human capital development programs. This competency is particularly important for food industry enterprises because production processes often depend on seasonal factors, fluctuations in demand, changes in legislation, and international requirements concerning product quality, employee qualifications, and certification [11].

Professional competency in recruitment and employee onboarding is equally important. An HR manager should be proficient in modern candidate sourcing methods, use digital recruitment platforms, apply competency-based interviews, psychological testing, and other candidate assessment tools. Particular attention should also be paid to the onboarding process, as its effectiveness contributes to reducing employee turnover, increasing labor productivity, and reducing enterprise costs associated with repeated recruitment [2].

Communication competencies are also becoming increasingly important for HR managers. Effective interaction with heads of structural units, employees, job candidates, and external partners is essential for the successful implementation of an enterprise's personnel policy. This group of competencies includes negotiation skills, interviewing, conflict resolution, teamwork, public speaking, and presentation skills. A high level of communication competency enables an HR manager to ensure effective information exchange between employees and enterprise management, foster a positive socio-psychological climate, and increase employee engagement [2].

In recent years, the role of digital competencies among HR managers has increased significantly. The rapid development of digital technologies, automation of HR processes, and implementation of HRM systems have transformed traditional approaches to personnel management. A modern HR manager should be proficient in using human resource information systems (HRIS), electronic document management systems, learning management systems (LMS), videoconferencing services, people analytics software, and modern office applications. In addition, the use of artificial intelligence is becoming increasingly widespread for automating recruitment processes, analyzing resumes, assessing candidates, and supporting HR analytics and forecasting [8].

The use of HR analytics is also becoming an important competency of modern HR managers. Analyzing data on labor productivity, employee turnover, training effectiveness, employee motivation, and personnel costs enables more informed managerial decision-making. For food industry enterprises, the use of analytical tools contributes to optimizing workforce size, improving the efficiency of human resource utilization, and reducing HR-related risks [7]. The main competencies of HR managers in food industry enterprises, substantiated in scientific articles and professional literature, are presented in Table 1.

An important component of the professional activities of an HR manager is the ability to organize the continuous development of employees. In the context of rapid technological development, automation of production processes, and changing requirements for professional activities, food industry enterprises require continuous updating of employees' knowledge and skills. An HR manager should identify training needs, develop professional development and qualification enhancement programs, coordinate the professional development process, and evaluate the effectiveness of training activities. The use of mod-

Table 1 – Main traditional competencies of an HR manager at food industry enterprises

Competence group	HR-процеси	Результат
Professional	Recruitment, adaptation, assessment, training of personnel	Providing the enterprise with qualified employees
Management	Planning, organization, control, decision-making	Increasing the effectiveness of personnel policy
Communication	Negotiation, conflict resolution, team interaction	Improving the socio-psychological climate
Digital	HRIS, ATS, LMS, Excel, Power BI, HR analytics	Automation of HR processes and support for management decisions
Personal	Leadership, responsibility, emotional intelligence, sociability, stress resistance	Development of organizational culture and staff motivation

Source: summarized by the authors based on [1–11]

ern training methods, including distance courses, online educational platforms, corporate training, and mentoring programs, contributes to developing the required employee competencies and improving enterprise performance.

Talent management is an important competency of a modern HR manager. It involves identifying high-potential employees, creating conditions for their professional development, and establishing a talent pool. This issue is particularly relevant for food industry enterprises due to the high level of competition in the labor market and the shortage of qualified personnel. An effective talent management system enables an enterprise to ensure the timely availability of employees with the required qualifications, reduce employee turnover, and develop its future managerial potential.

Change management is another important competency. Modern enterprises operate in an environment characterized by rapid technological, economic, and social changes. The introduction of new production technologies, process automation, changes in legislation, the digitalization of HR activities, and the implementation of international quality standards require the active involvement of HR managers in organizing and supporting organizational change. Their role involves not only informing employees about innovations but also overcoming resistance to change, supporting employee adaptation, and contributing to the improvement of corporate culture.

At the same time, an HR manager should possess a high level of emotional intelligence. This competency involves the ability to understand and manage one's own emotions, recognize the emotional states of others, and build effective interpersonal relationships. For food industry enterprises, where a significant proportion of employees perform production operations under demanding working conditions, maintaining a positive psychological climate is particularly important. Therefore, an HR manager should be able to identify signs of occupational burnout, conflict situations, and declining employee motivation in a timely manner, applying modern methods of psychological support and non-financial incentives.

An increasing number of food industry enterprises are integrating the principles of social responsibility, environmental safety, and professional ethics into their activities. Accordingly, HR managers should participate in fostering a sustainable development culture, promoting responsible attitudes toward work, supporting inclusiveness, ensuring equal opportunities, and creating safe working conditions.

This allows you to form *Competency Profile of an HR Manager = Strategic and Business Competencies + Professional and Functional Competencies + Digital and Analytical Competencies + Intellectual and Innovative Competencies + Leadership and Communication Competencies + Adaptive and Humanistic Competencies* (Fig. 1.).

Formation of six competency blocks that extend beyond the traditional understanding of "knowledge, abilities, and skills":

Strategic and Business Competencies include HR strategy, business acumen, the role of HR as a strategic partner, and performance management.

Professional and Functional Competencies include recruitment, onboarding, performance appraisal, employee motivation, talent management, and succession planning.

Digital and Analytical Competencies include HRIS, HR analytics, AI in recruitment, digital HR marketing, and data-driven decision-making.

Intellectual and Innovative Competencies include critical thinking, systems thinking, innovativeness, learning agility, and knowledge management.

Leadership and Communication Competencies include leadership, emotional intelligence, communication, conflict management, coaching, and teamwork.

Adaptive and Human-Centered Competencies include professional ethics, corporate social responsibility, a human-centered approach, stress resilience, psychological support, change management, and the ability to work under conditions of uncertainty.

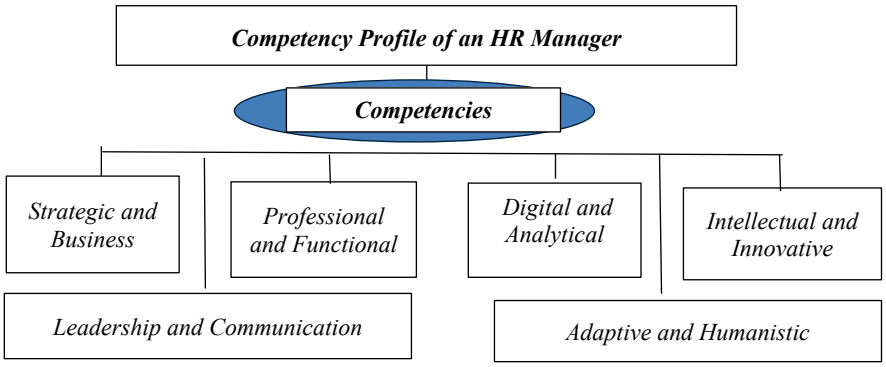


Figure 1 – Competency Profile of an HR Manager for Food Industry Enterprises

Source: author's research

This structure effectively combines general modern HR competencies with the industry-specific characteristics of the food industry in the context of digital and intellectual transformation.

In order to determine the importance of HR competencies, a survey was conducted of HR specialists in food industry enterprises, who were asked to assess the demand for competencies on a 100-point scale (Fig. 2).

HR specialists have identified the highest importance of Adaptive and Human-Centered Competencies and Professional and Functional Competencies. It is this combination of competencies that indicates efficiency based on work experience and a high level of mastery of HR processes at food industry enterprises.

Conclusions. The conducted research demonstrated that, under contemporary conditions of food industry enterprises, the role of an HR manager is expanding significantly and extending beyond the performance of traditional personnel management functions. Effective human resource management requires HR managers to possess competencies that enable them to make strategic personnel decisions, organize professional employee development, implement modern information technologies, and maintain high levels of employee motivation. It has been established that the competency-based approach contributes to the formation of an effective personnel management system capable of ensuring enterprise adaptation to changes in the external environment, improving labor productivity, and strengthening competitive positions.

The competency profile of a modern HR manager in a food industry enterprise should be structured around six interrelated blocks: strategic and business, professional and functional, digital and analytical, intellectual and innovative, leadership and communication, and adaptive and human-centered competencies. This structure reflects the

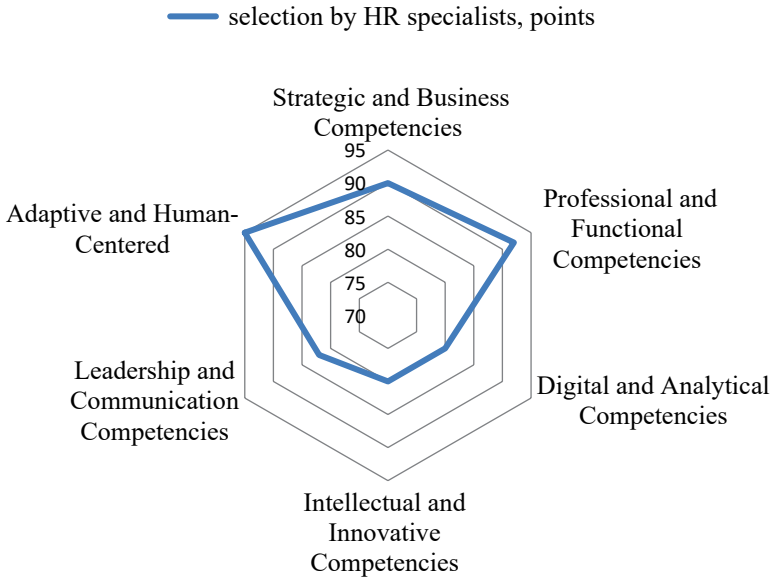


Figure 2 – The result of HR specialists' assessment of the importance of HR competencies in points

Source: author's research

transformation of the HR manager's role from administrative personnel management to strategic human capital management based on digital technologies, data analytics, innovative thinking, leadership, human-centeredness, and the ability to ensure organizational resilience under conditions of change and uncertainty.

The specific characteristics of food industry enterprises additionally necessitate the integration of industry-specific requirements related to food safety, quality, environmental responsibility, occupational health and safety, employee certification, and the development of an appropriate corporate culture.

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КОМПЕТЕНТНІСНИЙ ПРОФІЛЬ HR-МЕНЕДЖЕРА ПІДПРИЄМСТВА ХАРЧОВОЇ ПРОМИСЛОВОСТІ В УМОВАХ ЦИФРОВОЇ ТА ІНТЕЛЕКТУАЛЬНОЇ ТРАНСФОРМАЦІЇ

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Анотація. У статті досліджуються роль HR-менеджера, яка суттєво змінюється: від виконання переважно адміністративних кадрових функцій до стратегічного управління людським капіталом і забезпечення стійкості підприємства. Особливої актуальності це набуває для підприємств харчової промисловості, діяльність яких характеризується високими вимогами до якості та безпечності продукції, технологічною модернізацією, дефіцитом кваліфікованих кадрів, необхідністю дотримання міжнародних стандартів і швидкою адаптацією до змін зовнішнього середовища. Метою дослідження є формування сучасного компетентнісного профілю HR-менеджера підприємства харчової промисловості з урахуванням трансформації змісту професійної діяльності та нових вимог до менеджменту персоналу. Обґрунтовано доцільність застосування компетентнісного підходу, який інтегрує професійні знання, практичні навички, управлінські здібності, цифрові компетентності, особистісні якості та ціннісні орієнтири. Запропоновано структуру компетентнісного профілю HR-менеджера, що охоплює шість взаємопов'язаних блоків: стратегічно-бізнесові, професійно-функціональні, цифрові та аналітичні, інтелектуально-інноваційні, лідерсько-комунікативні та адаптивно-гуманістичні компетентності. Визначено зміст ключових компетентностей кожного блоку, зокрема HR-стратегії, бізнес-мислення, рекрутингу, talent management, HRIS, HR analytics, використання штучного інтелекту, data-driven decision making, критичного та системного мислення, learning agility, лідерства, емоційного інтелекту, коучингу, професійної етики, людиноцентричності, соціальної відповідальності, стресостійкості та управління змінами. Доведено, що запропонована модель поєднує традиційні професійно-функціональні вимоги до HR-менеджера з компетентностями, зумовленими цифровізацією, інтелектуалізацією та нестабільністю сучасного бізнес-середовища. Галузеву специфіку профілю визначають вимоги до безпечності харчових продуктів, якості, екологічної відповідальності, охорони праці, професійного розвитку та формування корпоративної культури. Запропонований компетентнісний профіль може бути використаний для професійного добору, оцінювання, розвитку та підготовки HR-менеджерів підприємств харчової промисловості.

Ключові слова: HR-менеджер, компетентнісний профіль, підприємства харчової промисловості, цифрова трансформація, інтелектуалізація.

Дата надходження статті: 21.08.2026
Дата прийняття статті до публікації: 24.09.2026
Дата публікації статті: 03.11.2026