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INNOVATIVE APPROACHES TO PERSONNEL DEVELOPMENT IN AGRICULTURAL ENTERPRISES

ІННОВАЦІЙНІ ПІДХОДИ ДО РОЗВИТКУ ПЕРСОНАЛУ НА АГРОПІДПРИЄМСТВІ

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The article is devoted to the problems of personnel development management in enterprises under the conditions of a market economy and wartime challenges. Modern models of personnel development management are presented: the competitive advantages model, the employee support model, the social support model, and the human development model. Further, the article highlights relevant directions of personnel policy in enterprises, including personnel diversification, the introduction of innovative training methods, improvement of employee qualifications, and the formation of human resource potential. Practical approaches to personnel management are considered using the case of LLC «Agristar», which, despite wartime circumstances and a high staff turnover rate, actively invests in employee development, implements digital technologies, and applies new forms of training.

Keywords: personnel, personnel development management, personnel policy, innovative training methods, employee qualification, enterprise competitiveness.

У статті досліджено особливості управління розвитком персоналу підприємства в умовах економічної нестабільності, цифровізації та воєнних викликів. Актуальність теми зумовлена необхідністю формування ефективної системи розвитку персоналу, здатної забезпечити конкурентоспроможність, адаптивність і стійкість підприємства до сучасних змін. Особливого значення проблема набуває для аграрних підприємств, діяльність яких залежить від професійного рівня працівників та їхньої здатності швидко опановувати нові технології. Метою статті є дослідження сучасних підходів до управління розвитком персоналу та визначення практичних інструментів удосконалення кадрової політики підприємства. У процесі дослідження використано методи аналізу, синтезу, порівняння, статистичної оцінки та системного підходу, що дало змогу комплексно оцінити стан системи розвитку персоналу підприємства. У результаті дослідження визначено основні моделі управління розвитком персоналу та обґрунтовано доцільність використання інтегрованої моделі людського розвитку, яка поєднує професійне навчання, мотивацію та соціальну підтримку працівників. Встановлено, що важливу роль у підвищенні ефективності кадрової політики відіграють підготовка, перепідготовка та підвищення кваліфікації персоналу. Охарактеризовано сучасні методи розвитку працівників, зокрема коучинг, дистанційне навчання, наставництво та shadowing, які сприяють адаптації персоналу до технологічних змін і зниженню ризику професійного вигорання. Аналіз кадрових показників підприємства дозволив виявити скорочення чисельності персоналу та зростання рівня плинності кадрів, що негативно впливає на стабільність виробничих процесів. Запропоновано практичні заходи щодо вдосконалення системи управління персоналом



через розвиток сучасних форм навчання, удосконалення мотиваційної політики та формування кадрового резерву. Практична цінність статті полягає у можливості використання запропонованих рекомендацій для підвищення ефективності кадрового менеджменту та забезпечення стійкого розвитку підприємств.

Ключові слова: персонал, управління розвитком персоналу, кадрова політика, інноваційні методи навчання, кваліфікація працівників, конкурентоспроможність підприємства.

Statement of the problem. In today's dynamic and uncertain economic environment, personnel development has become a crucial factor in strengthening the competitiveness and sustainability of enterprises. Rapid digitalization, innovation, and the challenges caused by war significantly affect human resources, creating both risks and opportunities. Companies are compelled not only to preserve their human capital, but also to implement innovative human resource management practices in order to ensure stability.

Analysis of recent research and publications. The works of the aforementioned scholars examine the theoretical and practical aspects of personnel management, the formation of personnel policy, the development of labor potential, and the enhancement of enterprise competitiveness [1-14]. In particular, H. V. Bei and V. Ya. Brych investigate issues related to strategic human resource management and the peculiarities of forming the personnel potential of enterprises [1; 2]. I. A. Hruzina focuses on personnel adaptation to the modern conditions of digitalization and innovative economic development [6].

O. O. Hetman and A. V. Pliasun, in their studies, highlight the issues of employee motivation, improvement of personnel management systems, and enhancement of labor productivity [3]. I. I. Hrybyk and H. R. Kopets analyze modern methods of professional training, competency development, and personnel reserve formation [4]. A significant contribution to the study of human capital and its role in enterprise development was made by O. A. Hrishnova and V. O. Nebukin, who substantiate the necessity of investing in the professional development of employees [5].

M. V. Semykina, O. F. Morozov, and V. O. Honchar study issues of personnel policy, professional training, and staff qualification improvement under conditions of economic transformation [9; 10]. O. Khamaidiuk emphasizes innovative methods of personnel training and development in the context of digitalization [13]. L. M. Fedoryshyna and O. A. Harvat examine the influence of modern HR technologies and motivational mechanisms on enterprise performance efficiency [12].

Foreign scholars I. Ansoff and A. Thompson investigate the strategic aspects of personnel management, the formation of competitive advantages, and the adaptation of enterprises to changes in the external environment [14]. Their scientific approaches have formed the basis for the development of modern concepts of strategic human resource management.

Highlighting previously unresolved parts of the overall problem. Despite the significant number of scientific studies in the field of personnel management and development, the issues of forming an effective personnel development system for enterprises under conditions of martial law, economic instability, and high staff turnover remain insufficiently explored. Further research is required into practical mechanisms for adapting employees to the digitalization of production processes, implementing innovative training methods, and improving staff qualifications in crisis conditions.

Particular attention should be paid to identifying effective personnel policy instruments for enterprises in the agricultural sector operating under conditions of labor shortages, employee professional burnout, and the necessity to preserve human resources potential. Insufficient attention is also devoted to the issues of combining social support for employees with ensuring enterprise competitiveness and forming a long-term personnel development strategy.

Formation of the objectives of the article (task statement). The purpose of the article is to investigate the specific features of enterprise personnel development management and to identify practical tools for its improvement based on the experience of LLC «Agristar».

Summary of the main research material. The level of competitiveness of any organization in a market economy directly depends on the professional and qualification potential of its personnel. Innovation, digitalization, and increasing competition accelerate the obsolescence of knowledge and skills, which negatively affects the competitiveness of enterprises. Therefore, modern companies are compelled to systematically manage personnel development by applying advanced human resource management tools.

The scientific literature identifies four key models of personnel development management: the competitive advantage model, the employee support model, the social support model, and the human development model [7, 11] (Table 1).

The four personnel development management models reflect different approaches to organizing work and motivating employees. The competitive advantage model emphasizes individual performance and internal competition, while the employee support model focuses on improving the quality of working life and strengthening staff loyalty. The social support model is oriented toward corporate social responsibility and the formation of a positive company image, whereas the human development model integrates the best practices of the previous approaches, ensuring comprehensive employee development and strengthening of corporate culture. The choice of a specific model depends on the strategic objectives of the enterprise, its resource capabilities, and its priorities in personnel development.

For LLC «Agristar», the most appropriate approach is the integrated human development model, as it combines elements of motivation, social support, and professional growth. In the context of wartime risks and high staff turnover, such a model enables not only the retention of key employees but also an increase in their engagement.

A significant role in the company's HR policy is played by the training system, which includes employee preparation, retraining, and professional development [13]. In particular, for LLC «Agristar», the following directions can be identified as especially relevant (Fig. 1).

Modern agricultural production is impossible without the implementation of high-tech equipment, automation systems, and digital platforms. For LLC «Agristar», it is essential to build a talent pool of young specialists who possess modern IT competencies, skills in precision farming systems, and digital field monitoring technologies. The training of new personnel involves not only the development of technical skills but also analytical thinking, the ability to quickly adapt to technological changes, and teamwork skills. This approach enables the enterprise to form a flexible and forward-looking workforce capable of implementing innovations in practice.

Retraining is an essential tool for preserving human capital in the context of wartime challenges and technological change. A significant share of experienced employees at LLC «Agristar» has traditional work skills; however, the agricultural sector increasingly requires rapid adaptation to new crop production methods, digital accounting systems, and automated machinery management tools. Retraining allows the company to combine employees' experience and practical knowledge with modern technologies. This reduces the risk of losing qualified staff and contributes to increased labor productivity.

Professional development is a key element of the HR policy of LLC «Agristar», as it directly affects production efficiency and enterprise competitiveness. In the context of agricultural digitalization, competencies in precision farming, based on geographic information systems and resource optimization, are becoming especially important. The enterprise should create conditions for regular upskilling of its employees

Table 1

Models of enterprise personnel development management

Model	Core idea	Advantages	Disadvantages	Cultural features
Competitive advantage model	Internal competition and efficient use of employees' abilities	High individual motivation, skills development	Stress, conflicts, staff turnover, risk of headhunting	«Everyone for themselves», weak teamwork
Employee support model	Improving quality of working life and social support	Increased loyalty, reduced staff turnover	Support does not always increase performance	Social protection, respect for employees
Social support model	Socially responsible business approach	Reputation capital, customer trust	Rarely implemented due to short-term economic goals	Orientation toward corporate social responsibility
Human development model	Comprehensive development of employee potential	Team interaction, strong corporate identity, competitiveness	High costs, need for strong HR and training system	Combines competition, social support, and responsibility

Source: compiled by the authors based on [7; 11]

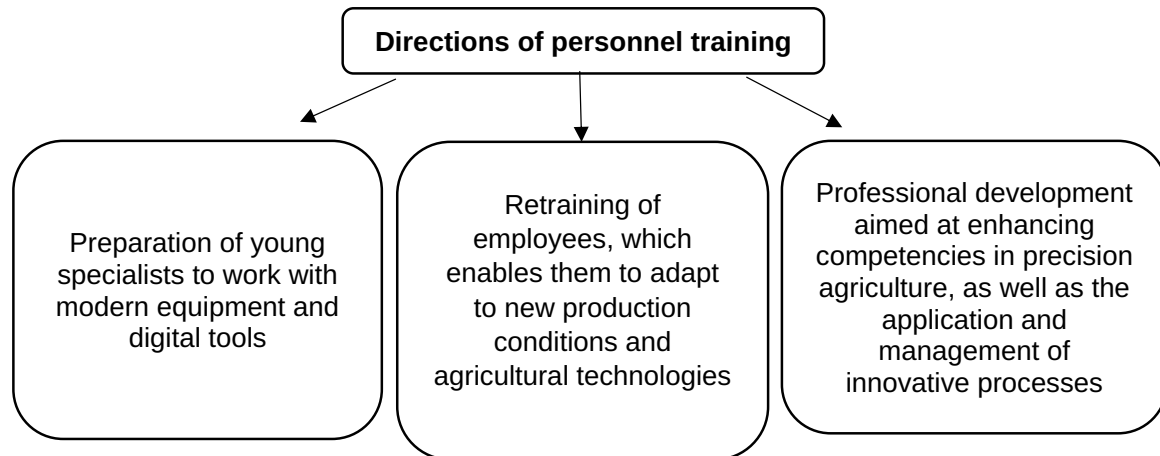


Figure 1. Main directions of personnel training at the enterprise LLC «Agristar»

Source: compiled by the authors

through participation in training sessions, internships, online courses, and international programs. This will not only enhance employees' professional level but also ensure sustainable enterprise development based on innovation.

The personnel development system plays a crucial role in improving enterprise efficiency and forming a competent, motivated workforce. It enables the acquisition of new knowledge and skills, the development of employees' individual potential, the implementation of innovative approaches, and the strengthening of organizational loyalty. At the same time, the implementation of a personnel development system has certain drawbacks related to insufficient attention to psychological aspects, motivation, and the comprehensiveness of managerial methods. The main advantages and

disadvantages of this system are summarized below (see Table 2).

The personnel development system contributes to the growth of employees' professional level, the unlocking of their potential, and the implementation of innovations. At the same time, to achieve maximum effectiveness, it is necessary to take into account psychological aspects, improve motivational mechanisms, and ensure a comprehensive approach to human resource management.

Human resource development management involves the use of tools such as performance evaluation, adaptation, certification, career planning, and the formation of motivational mechanisms. In modern practice, the ADDIE model is widely applied, which consists of five stages: needs analysis, training program

Table 2

Advantages and disadvantages of the personnel development system

Advantages	Disadvantages
Increase in employees' knowledge level and professional skills.	Insufficient consideration of psychological aspects when defining professional development directions, implementing innovations, and managing personnel, as well as in day-to-day organizational practice.
Unlocking employees' individual potential and abilities.	Need to improve motivational mechanisms for different categories of staff.
Facilitating the introduction of innovations and new approaches in the enterprise's activities.	Insufficient comprehensiveness in the application of various personnel management methods.
Growth of employees' commitment and loyalty to the organization's goals and objectives.	Lack of proper structuring and coordination of management processes, as well as ineffective resolution of long-standing issues related to low personnel development levels and weak motivational impact.

Source: compiled by the authors based on [9; 10; 11]

design, development of training materials, implementation, and final evaluation of results. Thanks to this model, the learning process becomes systematic, aligned with the enterprise's strategy, and focused on improving employees' professional competencies [8].

In addition to traditional forms of training, LLC «Agristar» can actively implement innovative methods of personnel development, which ensure employees' adaptability to constant changes and contribute to the efficiency of production processes. The most common modern personnel development methods and their characteristics are presented in Table 3.

Thus, the combination of modern personnel development methods with traditional forms of training creates a flexible and effective knowledge and skills management system at LLC «Agristar». It enables not only the preservation of human capital in crisis conditions, but also the enhancement of the enterprise's innovativeness and long-term resilience.

In the context of wartime conditions and economic instability, agricultural enterprises face specific human resource challenges. For LLC «Agristar», these include a reduction in the number of employees, a high level of staff

turnover, and gender imbalance in production units. These factors directly affect the efficiency of production processes and the achievement of the enterprise's strategic objectives (see Table 4).

The analysis of the table data shows that over the period 2022-2024, the number of employees decreased by almost 30%, from 2,056 people in 2022 to 1,468 in 2024. At the same time, the staff turnover rate nearly doubled, increasing from 25% in 2022 to over 41% in 2024. This indicates that the enterprise is losing a significant portion of its qualified workforce each year, which creates risks for the stability of production processes and the achievement of strategic objectives.

The main reasons for the increased turnover include:

- deterioration of socio-economic conditions;
- a high level of professional burnout and psychological workload;
- insufficient development of motivation systems and career opportunities.

Practical tools for improving personnel management at LLC «Agristar» include:

- Attraction of new categories of employees – active integration of young specialists into production processes to reduce imbalance and renew the workforce.

Table 3

Modern methods of personnel development

Method	Essence	Limitations
Coaching	Mobilization of internal resources, stimulation of independent learning, and development of employee potential.	Requires a highly qualified coach and significant time investment.
E-learning	Distance learning using computer systems, allowing employees to study without leaving the workplace.	Limited face-to-face interaction between trainer and learner; dependence on technical resources.
Buddying	Informal mentoring with mutual knowledge exchange and honest feedback between colleagues.	Insufficient methodological training of mentors; risk of a superficial approach.
Shadowing	Observation of experienced specialists by new employees to learn work processes.	High workload for mentors; limited range of competencies covered.
Secondment	Temporary transfer to another department or company to gain new experience.	Narrow professional focus; risk of losing the employee for the primary workplace.

Source: compiled by the authors based on [1; 3; 11]

Table 4

Dynamics of changes in the number of personnel of LLC «Agristar»

Year	Average headcount	Hired, persons	Departed, persons	Turnover rate, %
2022	2056	225	813	25,0
2023	1540	200	759	39,0
2024	1468	180	750	41,0

Source: compiled by the authors

– Modern training and professional development methods – implementation of e-learning, coaching, and mentoring to enhance employees' professional level and reduce burnout risks.

– Diversification of HR policy – adaptation of motivation systems, career development opportunities, and working conditions to new socio-economic realities.

Thus, the identified trends and proposed measures demonstrate that even in a crisis period, the enterprise is capable of maintaining the stability of its human resources and increasing competitiveness through the implementation of innovative approaches to personnel management.

Conclusions. The complexity of personnel management in crisis conditions is manifested in the need to balance socially oriented strategies with the business interests of the enterprise.

The study also emphasizes the importance of shifting from radical measures to optimization-based solutions in response to economic challenges. The strategies applied, such as workforce diversification, formation of a core staff, improvement of labor efficiency, and team consolidation, provide a comprehensive approach in which HR policy serves as a key guideline for implementing managerial actions.

Considering crisis situations as opportunities for business development highlights the necessity of aligning human resource management strategies with the current economic context to ensure organizational resilience. The findings of the article may serve as a valuable tool for developing crisis personnel management plans at Ukrainian enterprises, contributing to the adaptation of strategies and policies to specific economic conditions and ensuring optimal managerial decisions under uncertainty.

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